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# FINANCIAL TIMES

Europe's Business Newspaper

WEDNESDAY APRIL 6 1994

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## Eurotunnel to pay TMI £85m to settle last legal claim

Eurotunnel, the company which will operate train services through the Channel tunnel, has settled a long-running dispute with Anglo-French construction consortium Balfour Beatty Link, clearing the way for a rights issue of up to £750m (£1.02bn). Eurotunnel said it would pay an additional £10m-£20m to TMI, bringing the total it has paid to £1.14bn, nearly twice the £520m original contract price. TMI had been seeking £1.85bn.

Page 19; Lex, Page 18

Global trade growth slowed in 1993. World trade growth slowed last year but a possible economic recovery in western Europe and Japan may offer brighter prospects for 1994, the General Agreement on Tariffs and Trade says. Page 6

Suez returns to profit. Suez, one of France's largest industrial and financial holding companies, confirmed that it came back into the black in 1993 with a net profit of FFr15.7bn (£270m), up from a net loss of FFr1.7bn in the previous year. Page 19

IBM unveils new computers: International Business Machines, which has seen sales of its flagship mainframe computers drop sharply, announced products that it claims will "fundamentally change the nature of large-scale computing". Page 19

Key China dissident questioned: China said it was questioning Wei Jingcheng, its most prominent dissident, over "new crimes" in a move that risks further inflaming international criticism of its human rights behaviour. Page 4

US seeks to cap Pakistan's nuclear push: Strobe Talbott, US deputy secretary of state, hopes to persuade Pakistan to accept F-16 fighters from Washington in return for a "verifiable cap" on the country's nuclear weapons programme. Page 4

India plans shares clampdown: The Indian government is planning to clamp down on foreign companies buying shares in their subsidiaries listed on the Indian stock exchange at a fraction of market prices. Page 23

Credit Lyonnais, troubled French bank, hopes to expand its insurance interests by forming an alliance with insurance group Assurances Générales de France. Page 20

Smiths Industries expands in US: Smiths Industries of the UK is to expand its industrial division with the \$32m cash acquisition of Turco, US heating element manufacturer. Page 24

Venezuela to buy banks' losses: The Venezuelan government is to create a fund to buy out quality loans from ailing banks as part of its efforts to restore the financial sector to health. Page 7

Vaccine developed for bowel cancer: British scientists have developed an experimental vaccine for bowel cancer, the second most common cause of cancer deaths in industrialised countries. Page 8

Japan's current account surplus rises: Japan's politically troublesome current account surplus crept up in February for the third month running, to an unadjusted \$11.94bn. Page 4

British Land completes transfer deal: British Land, the property company, and Quantum UK Realty Fund, managed by financier George Soros, have transferred 17 properties into their jointly owned British Land Quantum Property Fund, bringing the total invested in the fund to \$400m. Page 25

Biotech company chief departs: Celsis, a UK biotechnology company floated 10 months ago, said chief executive Tony Martin had departed. Page 19; Lex, Page 18

Stan Faen calls for talks: A 72-hour IRA ceasefire came into effect at midnight last night as Sinn Féin leaders prepared to travel from Belfast to London to deliver a letter to UK prime minister John Major calling for a positive response to the republican initiative. Page 8

Softer French line over labour: The French government struck a conciliatory tone concerning the incorporation of labour issues into international trading rules, reducing the prospect of a dispute with developing nations at next week's signing of the Uruguay Round trade agreements. Page 6

London Share Services: From today, the highs and lows published on London Share Service pages and in related statistical tables refer to 1994 only, not 1993/94.

STOCK MARKET INDICES		STERLING	
FTSE 100	3118.2	(22.0)	New York baseline
Yield	3.49		\$ 1.485
FTSE Bankex 100	1428.85	(7.95)	London
FTSE All-Share	1571.23	(0.75)	\$ 1.4883 (1.065)
IMI	10,933.21	(440.95)	DM 2.0287 (2.482)
New York Avenue	3557.27	(63.92)	FF 1.5856 (1.655)
Dow Jones Ind. Avg.	3557.27	(63.92)	CF 2.1045 (2.0888)
S&P Composite	455.67	(6.75)	CHF 151.567 (151.291)
2 Index	78.3	(7.12)	DKL 2.1582 (2.1582)

US LUNCHTIME RATES	
Federal Funds	5.5%
3-mo Treasury Bill Yld	3.750%
Long Bond	7.75%
Yield	7.272%

LONDON MONEY	
3-mo Interbank	5.2%
Libor long rate (Jan 10/94) (Jun 10/94)	5.5%
Bank 15-day May	\$14.29 (13.09)
Bill	\$14.29 (13.09)
Bank 15-day June	\$38.67 (38.67)
Bill	\$38.64 (38.64)
New York Comex June	\$38.64 (38.64)
London	\$38.64 (38.64)

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## US stocks, bonds rise sharply

First big advance in trading since move on interest rates

By Our Foreign and Markets Staff

US stocks and bonds rose sharply in early trading yesterday, lifting European markets and confounding some commentators' predictions of a widespread sell-off following Wall Street's steep fall on Monday.

By midday, the Dow Jones Industrial Average was up 62.77 points to 2,668.12, while the more broadly based Standard & Poor's 500 gained 8.58 to 327.50.

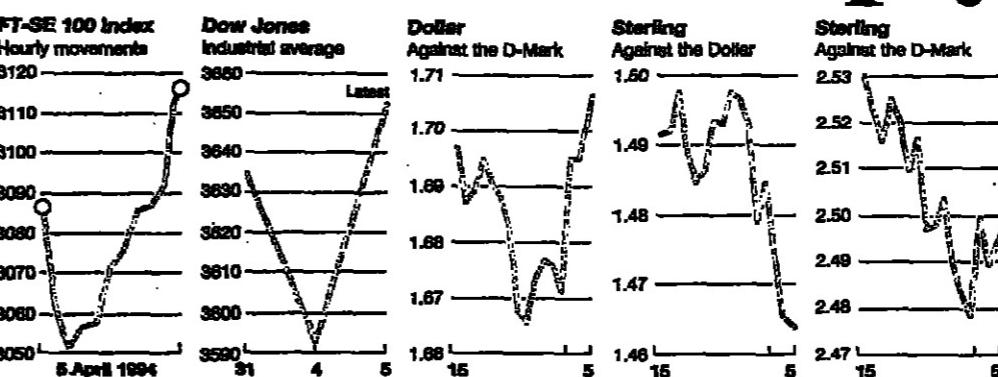
The price of the benchmark 30-year US government long bond was also sharply higher at midday, sending the yield down by nearly 12 basis points to 7.28 per cent, as buyers were coaxed back into the market.

It was the first big advance by US stocks since before the Federal Reserve lifted short-term interest rates by a quarter-point to 3.5 per cent on March 22. Analysts said the New York market

was ripe for a rebound after losing around 276 points in the last seven sessions. The Dow lost more than 42 points on Monday in reaction to news of a sharp rise in the March employment figures, announced on Friday, fuelling worries that the Fed might raise rates again in a bid to prevent the economy from overheating.

A small dip last month in the US Commerce Department's main economic forecasting index helped ease these fears yesterday, although forecasters predict a rebound in March's index as a result of warmer weather.

The index of leading economic indicators dropped by 0.1 per cent after rising for six months in a row, the Commerce Department said. However, yesterday's Wall Street rally was driven mostly by bargain hunting, rather than any change in the fundamental economic outlook. "It's a rally in a bear market," said Mr Michael



Source: Datamonitor

Metz of Oppenheimer & Co in New York.

European share prices were helped by Wall Street's rebound. The London market lived up to its recent reputation for volatility, with the FTSE 100 index moving through a range of nearly 70 points before closing up 28.6 at 3,116.2. UK gilts finished lower on the day despite the recovery in the afternoon.

In Frankfurt the 30-share DAX index closed up 25.18 at 2,158.29, after rising even before Wall Street opened, and prices continued to move higher in the post-bourse session. In Tokyo stocks earlier ended a quiet day just off the day's high. The Nikkei average closed up 440.98 points or 2.31 per cent at 19,563.21 points.

The improved tone in the bond and equity markets spilled over into a firmer dollar. The US currency finished in London at DM1.7011, up from an early low of DM1.6910, and nearly 3 pence up from DM1.6788 before the long weekend. Some of the

## Berlusconi suspends talks on forming a government

By Andrew Hill in Milan

Mr Silvio Berlusconi, the Italian media magnate, yesterday suspended talks on the formation of a new government after failing to convince the members of his rightwing political alliance to join him in a coalition.

The suspension brings to an end only the first phase of manoeuvring among the three parties which won the most seats in last week's general election, but the announcement sent Italian government bond futures into a tailspin in late trading on Friday, London's futures exchange.

Changing his negotiating tack, Mr Berlusconi, who heads the rightwing Freedom Alliance, said talks would resume once Mr Oscar Luigi Scalfaro, the Italian president, had chosen a new prime minister. He cannot do that until after parliament reconvenes on April 15.

Mr Berlusconi's Forza Italia, the populist Northern League, and the neo-fascist National Alliance will have a majority in the lower chamber of Italy's parliament when the new deputies take their seats, and a near-majority in the upper house.

But the electoral pact between the three parties has been threatened since the election by internal tension, heightened by the repeated acid comments of Mr Umberto Bossi, the League leader. He criticised Mr Berlusconi's suspension of the talks, suggesting that the media magnate had "lost his nerve".

Mr Berlusconi yesterday called off a meeting between senior League and Forza Italia officials, due to take place today. "We're not going to go to the League, nor anywhere else," he said. "We're not betraying them, we're waiting for the president to give his opinion."

Earlier Mr Bossi accused the leader of Forza Italia, who also controls a clutch of television stations, of manipulating public opinion and repeated his opposition to Mr Berlusconi's becoming prime minister.

He also criticised Mr Berlusconi for bringing a non-politician

Continued on Page 18

International bonds, Page 23

Lira devalued and state enterprises to close in attempt to head-off hyperinflation

## Turkish PM announces austerity programme

By Our Ankara Correspondent

The Turkish government yesterday unveiled a three-month economic austerity package and devalued the lira by 38 per cent in an attempt to relieve the country's economic crisis.

The package comes after days of chaos in the financial markets and political uncertainty following electoral gains by an Islamic group, directly challenging the mainstream secular parties.

Ottoman prime minister, Mrs Tansu Ciller, prime minister, warned that Turkey was heading for Latin-American style hyperinflation unless tough action was taken to reduce a ballooning public deficit.

The package includes immediate price increases of state controlled commodities and closures of loss-making state enterprises, both of which could provoke a backlash against Mrs Ciller's government.

The decisions follow two months of currency turbulence, with interbank rates at one point reaching 1,000 per cent as the central bank attempted to prop up the lira.

The central bank, signalling yesterday it would no longer intervene to support the lira, announced that today's official fix would be TL32,050, representing a 38 per cent devaluation compared with the official cen-

tral bank rate yesterday.

The package comprises structural measures such as faster privatisation, a series of one-off tax changes, and reform of the farm support policies to underpin a fiscal programme aimed at slashing the budget deficit in the second quarter from TL47,000bn to TL9,000bn.

The government also announced proposals to reform the central bank, designed to tighten control over the money supply. It plans to strengthen the central bank's autonomy and to reduce the amount the Treasury can borrow to fund the budget. In further action to curb the money supply, the central bank announced measures to increase the reserve requirement for commercial banks.

Economists welcomed the reforms, but warned that implementation would be the test, given potential opposition from Mrs Ciller's coalition partners, the Social Democratic Populists

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## NEWS: EUROPE

# Russians in oil export revenue trap

By John Lloyd and Leyla Bouton in Moscow

Russia is caught in a vice between falling oil prices and its inability to raise oil exports to compensate for the loss in revenue, according to its trade minister.

Exports of raw materials, of which oil is the largest component, now make up some 50 per cent of all Russian exports, Mr Oleg Davydov said in an interview to the *Nezavisimaya Gazeta* yesterday.

It was "economically senseless" to keep increasing the volume of exports as prices fell, he said. Prices are currently around \$13 a barrel.

Mr Davydov said the rapid fall in industrial production had led to a decline in other Russian exports, especially in the engineering industry.

"The slow process of restructuring in industry doesn't allow us to change the structure of exports: the share of exports taken by engineering and equipment in 1993 made up only 7 per cent of the total," he said.

However, a sharp cutback in imports led to a trade surplus last year of \$16bn - with exports of \$45bn and imports of \$27bn - up from a \$5bn surplus in 1992.

These surpluses had helped support the rate of the rouble against the dollar and paid off part of Russia's foreign debt obligations, Mr Davydov said.

However, the trade minister quashed hopes by western companies and Russian importers that the high tariffs announced last month would soon be removed.

President Boris Yeltsin has publicly expressed reservations about the tariffs and Mr Victor Chernomyrdin, the prime minister, last week told Mr Ron Brown, the US commerce secretary, that they would be reviewed. But Mr Davydov said "it makes no sense to change the tariffs so quickly", although he did admit that Russia's application for mem-

bership of the General Agreement on Tariffs and Trade would be made more difficult by their retention.

Russia should anyway continue to press for membership, he said, in view of the 20 anti-dumping actions now being taken against it. Joining Gatt would protect Russia from such unilateral actions, he said, since Gatt members would have to follow a formal procedure before introducing sanctions.

He said that Russia should insist on special terms within Gatt for the fellow members of the Commonwealth of Independent States - or first form a customs-free zone with these states and enter Gatt together.

He warned, however, that economic integration with Russia meant "the loss of a certain part of sovereignty". It's obvious that the former Soviet states still have one thing in mind - receiving energy resources from Russia for the same (subsidised) price as in the Russian internal market."

Meanwhile, Mr Victor Geraschenko, the Russian central bank chairman, said he might lower interest rates later this month. Pointing to a fall in inflation, he said he hoped to halve interest rates by the end of the year.

Mr Geraschenko was speaking at lower chamber hearings on the 1994 budget, on the same day that the upper chamber of parliament was finally cajoled into approving a temporary second quarter budget pending the approval of the budget for the entire year.

The present discount rate of 210 per cent could be lowered while still exceeding the rate of inflation, he said. The discount rate is now about 5-10 percentage points higher than inflation, representing a relatively high real interest rate. For part of last year the interest rate charged to commercial banks was negative in real terms as the central bank held off from passing high interest rates onto failing enterprises.

# Embargo strangles Macedonia

Kerin Hope reports from Bogdanci on the damaging effects of the Greek blockade

**C**osts have soared for producers of spring cucumbers and tomatoes in Bogdanci, a village in southern Macedonia just across the border from Greece, since the Greek government imposed a trade embargo on the former Yugoslav republic two months ago.

Mr Gjorgi Ilev, financial director of Izvoroski, the region's biggest exporter with 24 hectares of greenhouses, says: "Fuel for greenhouse heating and all our pesticides were delivered from Greece. Now everything must come through Bulgaria. It's a ludicrous situation."

The embargo was intended to force Macedonia into making concessions in the dispute with Greece over its flag and constitution, both seen in Athens as signalling expansionist designs on the northern Greek province of Macedonia.

It is having a disastrous effect on the Macedonian economy, already struggling as a result of UN sanctions against Serbia, formerly its main trading partner, and the demands



of a stabilisation programme backed by the International Monetary Fund.

However, separate mediation efforts by the United States and the European Commission, aimed at restarting bilateral talks under UN auspices, have failed to persuade either Mr Andreas Papandreou, the Greek prime minister, or Mr Kiro Gligorov, the Macedonian president, to shift their postures.

Greece, already accused by several EU partners of trying to destabilise Macedonia through the blockade, is now threatened with a European Court action on grounds of violat-

ing the Rome and Maasricht treaty requirements on the free movement of goods.

Macedonia estimates that the embargo is costing about \$20m (£14.7m) monthly in lost exports and higher transport charges for shipping goods through the Black Sea port of Burgas in Bulgaria and Durres in Albania, a figure equivalent to about 85 per cent of monthly export earnings.

Few exporters were as pre-emptive as Izvoroski, which abandoned plans to truck this season's early vegetables through Greece in favour of setting up a joint venture with a Vienna-based trading company to air

freight about DM10m (£2.8m) of produce to markets in central and eastern Europe.

Macedonia's heavy industry, already in steep decline after losing markets in the rest of the former Yugoslavia, is grinding to a halt. The state-controlled steelworks in Skopje, the country's largest employer, shut down last month with the loss of around 8,000 jobs. Other large state enterprises which relied on a rail link with the northern Greek port of Thessaloniki appear close to collapse.

After shrinking by 15 per cent in 1993, Macedonia's gross domestic product was projected to decline by another 8 per cent this year. Per capita income dropped to around \$700 last year, while the yearly inflation rate is around 70 per cent.

Yet despite the economic cost, the Skopje government is set for a prolonged stand-off rather than give in to Greece's demands that Macedonia change the symbol on its flag, associated with the ancient Greek kings of Macedonia, or

amend the constitution to suit Greek sensitivities.

Even if the Greeks lifted the embargo tomorrow, how do we know they won't impose it again? We have to reduce our dependence on Thessaloniki," says Mr Haril Kostov, deputy finance minister.

The government says there is enough oil stockpiled to meet requirements for another two months, long enough to set up a fleet of tank trucks to import petroleum products from Bulgarian refineries.

Meanwhile, a search is on for bridge funding to build a 65km rail link with Bulgaria, to carry crude oil for the Skopje refinery and raw materials. The \$120m project could be completed in nine months, as Macedonia's state-controlled construction and engineering companies have few contracts at present.

After repaying its share of the former Yugoslavia's debt to the World Bank, amounting to \$106m, Macedonia is eligible for \$80m in fresh loans, but is unlikely to start drawing down funds until next year.

# Airbus insurers await crash inquiry

By Gillian O'Connor

The British Aviation Insurance Group, which led the underwriting for the Russian-leased Airbus which crashed last month, said yesterday it was "too early to make a judgement" about reports that the pilot's son was at the controls before the crash. Mr Graham Lilley, senior underwriter, said they would wait for the results of the investigation before even considering whether insurance premiums for Russian International Airlines, the operator, would go up.

The claims for the aircraft hull alone could cost insurers \$76m (£55m). There will be a further, probably smaller, amount for liability insurance, which covers the 75 passengers, baggage and freight.

The crashed Airbus was one of five insured last July for around \$40m for the flight. The risk was placed by Russian insurance company Lex Garant through London insurance broker Willis Corroon.

Other US and European aviation specialists shared the risk.

# German jobs market faces shake-up

By Christopher Parkes in Frankfurt

Mr Ulrich Cartellieri, Deutsche Bank director, last week poked an uncomfortable finger into the guts of Germany's most testing economic problem: structural unemployment.

By mid-1992, when international competitors had absorbed the worst of recession and were under way with restructuring, west Germany's Gmbh was still hiring and paying extravagant wage awards in response to the short-lived reunification boom in demand for everything from cars to biscuits. Unit labour costs rose 16 per cent relative to those in other industrial countries between 1989 and 1993, and numbers employed increased 1.4m.

The correction, as the unemployment figures and this year's sub-inflation pay awards show, has been sharp and painful. Available evi-

dence suggests the pain is far from over. Even assuming one or two more years of pay restraint, as happened after the recession in the early 1980s, indications from west German industrial companies suggest none is contemplating hiring in the foreseeable future. Even though most are forecasting improved earnings, all are continuing to wield the axe which has already chopped 14 per cent of the region's manufacturing jobs.

The wholesale transfer of jobs abroad is also gathering pace. Low-tech, labour-intensive work is being shifted into eastern Europe. Investors, having decided that proximity to markets is worth more than the vaunted "Made in Germany" label, are building plants abroad for everything from chemicals to BMW cars.

Mr Cartellieri's finger pointed to two areas where there is real room for job crea-

tion: the under-developed service sector and part-time work. In passing, it delivered a sharp prod to the country's legislators whose rule books, he said, "hamper the establishment of the simplest entrepreneurial initiative".

As he indicated, antiquated restrictions on shopping hours made little sense in a country where 300,000 unemployed women were looking for part-time work.

The greatest and most fruitful prospects appear to lie in services. Official figures show between 35 per cent and 40 per cent of west Germans still earn their keep in industry, compared with around 30 per cent elsewhere in the European Union. Unofficial figures from the Institut der Deutschen Wirtschaft (IDW) in Cologne give the lie to a persistent German belief that anything which is not screwed together or has no wheels is of inferior value. It estimates

that employees in all service industries, except retailing, now generate more added-value per head than manufacturing's overall DM30,900 (£25,000) a year. Banking and insurance workers top the rankings with DM168,000.

More encouragingly, it discovered that two-thirds of all the new jobs created in the 1980s boom emerged in the official catch-all category of "other services", ranging from healthcare to film developing.

On the same theme, the Basle-based Prognos forecasting institute said the next 15 years could see the creation of some 2.5m new service jobs. That might eventually cover the losses mounting up as traditional industries restructure. If government responds to the proddings for deregulation from Mr Cartellieri and others, Germany's Gmbh might even come out of the crisis with its enviable post-war employment record intact.

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Photographed by Annie Leibovitz

## EUROPEAN NEWS DIGEST

**Gen Rose to visit besieged enclave**

UN Bosnian commander General Sir Michael Rose is to travel to Gorazde in eastern Bosnia today, amid intensified attacks by Bosnian Serbs on the Moslem enclave. More than 50 people have been killed there over the past week. Gen Rose will be the first high-level western official to visit the enclave since fighting began two years ago. The UN will also send additional military observers immediately to the besieged city and its 1,000 Ukrainian peacekeeping troops within the next week or so. The UN said Bosnian president Alija Izetbegovic had asked to accompany Gen Rose, but his request is likely to be denied because of the hostile Serbian reaction it would bring.

UN special representative Mr Yasushi Akashi also plans to travel today to Pale, the Bosnian Serb stronghold, to emphasize the UN's alarm at recent attacks by Serb forces and its intention to hold Mr Radovan Karadzic, the Bosnian Serb leader, directly responsible. The French medical charity Médecins sans Frontières, quoting its team in Gorazde, said Serb forces had broken through Moslem lines and were 3.5km from the town. *Laurie Silber and Edward Mortimer, Zagreb*

**Rutskoi: Stop playing with consensus**

**Rutskoi vows to topple Yeltsin**

Mr Alexander Rutskoi, the former Russian vice-president and recently released coup plotter, said yesterday he would fight to remove President Boris Yeltsin by legal means. His voice joins a growing opposition to Mr Yeltsin's efforts to achieve consensus. In an interview in the pro-Communist Pravda, Mr Rutskoi said: "We must stop playing with consensus or agreements and get down to work... to change the authorities by legal means." Mr Rutskoi is positioning himself to run for president in the next elections.

Mr Vladimir Zhirinovsky, the Liberal Democrat leader who is also a declared candidate for the presidency, has said he sees Mr Rutskoi as his greatest challenge. Mr Yeltsin has been trying to get an agreement with the parliament on a "Memorandum on Civil Accord". But Mr Gennady Zyuganov, leader of the Communist party, last week dismissed the accord, saying he could not accept its moratorium on changes to the constitution. *John Lloyd, Moscow*

**Zil lays off 60,000 workers**

Russia's Zil car plant, famous for making the black limousines used by the Kremlin, is laying off more than 60,000 workers for a week because of a financial crisis. Zil said non-payment by customers had forced the suspension of the main production line at Zil which also produces lorries. Zil was producing 500 trucks a day last week, with workers paid an average 100,000 roubles in March, well below the monthly average for Russia. Production fell to 100,000 units in 1993, from around 150,000 in 1992, and the plant was forced to introduce a four-day week in January. Officials said Zil, which sold part of its shares to the public in May 1993, needed an immediate cash injection of at least Rbs10bn to stay afloat. *Reuter, Moscow*

**Moscow's dollar dealers raided**

Russian central bank officials have raided foreign exchange offices to force them to comply with regulations. Mr Viktor Melnikov, head of the bank's currency control department, said the clean-up was launched because up to a third of exchange offices in Russia could be operating without permission. "If you want to change some dollars in Moscow, it's a risky affair and you are never safe when left alone with those new businessmen who look more like criminals," Mr Melnikov said. The central bank had checked the accounts of about 600 exchange offices in Moscow opened by 101 commercial banks. Of these, 165 offices did not correspond to "civilised standards". *Reuter, Moscow*

**Vaccines venture wins approval**

A joint venture between Merck, the US pharmaceuticals company, and Pasteur-Mérieux, a subsidiary of the French pharmaceutical group Mérieux, has been approved by the European Commission pending further public comment. The Commission had originally indicated that the venture, which plans to develop new vaccines for diseases such as diphtheria and tetanus, would breach EU competition rules. But officials said it was exempted because of its potential public health benefits and because the companies had offered to grant distribution rights and manufacturing licences to other companies. *Gillian Tett, Brussels*

**Museum staff threaten action**

French unions threatened to close leading museums in a 24-hour strike planned for today to back demands for higher wages and better conditions. The CRDT trade union said the strike could close the Louvre and Orsay museums in Paris and the Versailles palace near the capital, and cause severe disruption at other museums. The four unions involved say the 2,500 museum staff are getting insufficient reward for increasingly complex duties. *Reuter, Paris*

**ECONOMIC WATCH****Exports lift German output**

Industrial output in west Germany grew 1 per cent in February over January, but year-on-year figures suggested that while exports were up, domestic demand remained flat. Output in January and February together grew 0.1 per cent against the same period last year. Production of investment goods and consumer goods, key indicators of domestic demand, fell 1.1 and 2.9 per cent respectively. Only raw materials showed significant growth, with output up 4.3 per cent year-on-year, driven by increased export orders. Year-on-year growth of 3.1 per cent in construction was higher than expected, although bad weather was blamed for a 7 per cent fall in February over January. *Michael Lindemann, Bonn*

The Association of European Airlines' members' worldwide scheduled passenger traffic was 9.9 per cent higher in February, taking the annual rise to 8.8 per cent. The Greek wholesale price index rose by 1.2 per cent in February, taking the annual rise to 8.8 per cent. French car registrations were 14.3 per cent higher in March against a year earlier, at 188,600 units.

# Idle model city mourns a very Swedish past

Hugh Carnegy on a miracle cure that was no help at all for Uddevalla's ailing fortunes

**Europe's changing cities**  
at the head of a deep inlet along the country's rugged west coast.

Wharfside cranes stand idle and rusting, their jibs dipping mournfully towards the water. The big dry dock lies half-flooded and deserted. Old brick-built workshops nearby are empty and silent.

It is a scene familiar from other former shipyard towns in northern Europe. But just across from the dry dock is a sight that makes the plight of Uddevalla especially poignant. There stands a huge factory built less than 10 years ago by Volvo, the car manufacturer. It was to have revitalised the city just as the old shipbuilding industry collapsed. But now it, too, is an empty shell.

Uddevalla, a city of 49,000 people, was supposed to be a shining example of what became known as the "Swedish model". In the 1990s, while the rest of western Europe began to struggle with high unemployment caused by the decline of traditional heavy industries, Sweden managed to keep job

less rates enviably low by a mixture of close co-operation between government, employers and trade unions and generous retraining schemes.

Faced with the closure of the state-owned shipyard in Uddevalla, the Social Democratic government used its clout - and some well-timed incentives - to nudge Volvo into opening a car plant in the city.

Volvo, at the time extremely profitable and keen to put into practice pioneering car making techniques which did away with tedious assembly line work, was happy to oblige.

It seemed like the perfect solution. Unemployment in Uddevalla actually fell after the shipyard laid off the last of its 4,500 workers in 1986 - to less than 2 per cent of the local workforce. Hotels sprang up and small companies moved in, encouraged by the Volvo investment.

But those heady days proved to be a false dawn. Crippled by falling car sales, Volvo closed its Uddevalla plant last year.

Unemployment in Uddevalla now stands at around 15 per cent - above the national average. The "Swedish model" has given way to a painful reality that is no different from the experience of other recession-struck European countries.

Officials at the Uddevalla Kommune (city council) admit

they feel betrayed - and abandoned. "Now the government says the market must decide," says a bitter Mr Leif Molander, an elected member of the commune board. But he and his colleagues are also realistic. "It seemed like a good solution at the time," shrugs Mr Lars Björnfeld, the planning director. "The problem was that Volvo couldn't sell enough cars."

This was especially ironic as much of the motivation behind Volvo's decision to build the Uddevalla plant, with its unique production system of small teams building whole

"In 1986 we had to say No to a number of very good people from the shipyard looking for work because we were not ready for them," says Mr Bengt Bernström, a Volvo executive now seeking new tenants for the 100,000 sq metre factory. "Later, when we needed them, they weren't there any more."

After two years of reform and a big currency devaluation, growth is returning, but domestic investment is lagging and there has been a wave of overseas investment by Swedish companies. Volvo has production plants in Belgium and the Netherlands, SKF, the big ball bearing maker which grew up in Sweden's west, now produces only 10 per cent of its output in Sweden.

The biggest employers in Uddevalla are the commune itself and the local health service. "Our problem is that we need a large industry that can employ a lot of people as an anchor around which we can build," says Mr Molander. Uddevalla is currently working with a private group on the possibility of re-opening the shipyard.

But it is a project that would require an investment of SKr3bn (£26m) and Mr Molander admits it is a long shot.

An example of the way forward for the city seems more likely to be found in a small corner of the Volvo factory where Mr Bengt Bengtsson and two former colleagues from Volvo have set up a small components-sorting unit employing 15 people.

"It is not realistic to go back to shipbuilding," says Mr Bengtsson. He speaks not just for Uddevalla but for all of Sweden when he says: "The mentality has to change. There is no tradition of small industry. We still have a high cost base in Sweden. But we have good educated people who are flexible and do not need a lot of management. The future lies in smaller businesses, not big industries."

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## NEWS: INTERNATIONAL

# US presses for Pakistan nuclear deal

By Stefan Wagstyl  
in New Delhi

Mr Strobe Talbott, US deputy secretary of state, is due today to start a three-day mission to India and Pakistan aimed mainly at promoting regional nuclear non-proliferation.

Mr Talbott, the most senior Clinton administration official to visit south Asia, will be seeking to persuade Pakistan to accept a controversial offer from Washington of 38 F-16 fighters in return for a "verifiable cap" on its nuclear weapons programme.

**Deep suspicions could undermine Mr Talbott's hopes for nuclear security talks**

Mr Talbott will also try to convince Indian officials to drop opposition to the deal, arguing that the threat to India posed by the new jets would be more than outweighed by the benefits of a cap on Pakistan's nuclear programme.

Mr Talbott intends to offer India as yet unspecified incentives to cap its own nuclear weapons programme. In each case this would involve halting weapons development and ensuring that work on nuclear power would not benefit a nuclear arms programme.

Washington's eventual goal is to arrange international nuclear security talks, possibly including Britain, France, Russia and China, as well as Pakistan, India and the US.

But deep mutual hostility between India and Pakistan, combined with suspicion about US motives, could undermine Mr Talbott's prospects. There is also opposition in the US Congress to tying arms sales to nuclear non-proliferation.

The administration insists in return the offer of warplanes in return for a verifiable cap on

# Japan's current account surplus rises

By William Dawkins in Tokyo

Japan's politically troublesome current account surplus crept up in February for the third month running, to an unadjusted \$11.96bn (\$8bn).

The increase, 0.1 per cent more than the \$11.93bn recorded in the same month of last year, was in line with market expectations and reflects the sharp rise in the yen's value against the dollar in February.

This inflated the dollar value of

exports and encouraged a rise in imports.

The February figure marks a slowdown in the rate of increase in the surplus, from the 30.9 per cent year-on-year rise in January's current account gap.

The trade surplus rose 2.5 per cent over the same period, to \$12.5bn. That came on a 4.7 per cent increase in exports, to \$28.5bn, and a slightly stronger 6.5 per cent rise in imports to Japan, to \$15.9bn, a sign of a

tentative pick-up in domestic demand.

In yen terms the surplus shrank 1.1 per cent from February 1993, to Y1.268bn (\$8.5bn). This decline in the yen value of the surplus will continue, a Finance Ministry official forecast.

Eventually the dollar value of the surplus is expected to follow suit, as the high dollar price of Japanese exports starts to erode sales.

Separately, machine tool orders fell

16.7 per cent in the year to February, according to industry figures,

indicating a pause in the slight recovery shown in the previous month.

Foreign investors continued their buying spree of Japanese shares in February, setting a new record, the Finance Ministry announced.

They bought a net \$11.3bn of Japanese stocks, beating the previous record, in January, of \$10.5bn of net purchases. This completes an eight-month run in which foreign institutions were net buyers, a factor in the stock market's recent strength.

Wei Jingheng: allegations could lead to fresh jail term

## Key China dissident questioned

By Tony Walker in Beijing

China yesterday announced it was investigating its most prominent dissident for "new crimes" in a move that risks further inflaming international criticism of its human rights behaviour.

In a terse announcement, the Beijing Public Security Bureau said Mr Wei Jingheng was "being interrogated" for repeated violations of the law.

The statement, carried by the official Xinhua news agency, said Mr Wei was "suspected of having committed new crimes when he was deprived of his rights and on parole". These serious allegations could lead to a fresh jail term for the unofficial leader of China's fragmented dissident movement.

Mr Wei, 44, was released on six months' parole last September after serving over 14 years of a 15-year sentence for allegedly transmitting military secrets to a foreign reporter and for "counter-revolutionary activities".

The possible jailing under new charges of Mr Wei, who first came to prominence in the pro-democracy agitation of the late 1970s, is certain to complicate a decision by President Bill Clinton on renewal of China's lower tariff access to the US market.

Mr Clinton said last year that a further extension of China's Most Favoured Nation trading status depended on "overall significant improvement" in its human rights behaviour. He is obliged to rule by early June on whether to renew MFN.

# Pakistan prepares for power crisis

Worst-case scenario predicts six-hour electricity cuts each day, writes Farhan Bokhari

**P**akistan is preparing for one of its worst power crises this summer as water levels at Tarbela and Mangla, two of the world's largest earth dams, and a large source of power generation for the country, remain critically low after a long dry spell.

The worst-case scenario predicts at least six hours of power cuts a day, senior officials say. That forecast has added a sense of urgency to efforts for attracting new investments in the power sector.

**'Shortage of power is delaying production and investment,' an adviser to the prime minister says**

The government estimates the country will be short of almost 7,000MW of electricity within the next five years, almost 60 per cent of the present total generation capacity of almost 10,000MW. Efforts to cut waste could save up to 2,000MW.

"The most critical shortage of all in the economic sector is that of power which is holding up our production, investment and causing a lot of inconvenience to people," says Mr V.A. Jafrey, adviser to the prime minister on finance.

A recent report prepared by a government task force on energy forecasts that investment of up to Rs32bn (\$10.8bn)

would be needed to fill the gap. Only some Rs4bn in new private investments is currently projected, it notes. For the public sector to plug the gap "is totally unrealistic" in view of budgetary constraints, the task force adds.

Among incentives to attract investors, the task force has recommended increases in tariffs and cutting down red tape.

Increased domestic use has been partly fuelled by growing imports of air-conditioners and other electrical appliances. Domestic users account for 40 per cent of total generated power, compared with only 10 per cent in 1970. The proportion is estimated to rise to 52 per cent by the end of the decade.

"Every dollar you invest in power is now giving you a lesser return," says one official, adding: "This is an unsustainable situation."

The government is also preparing a bill to be sent to parliament this month to punish the theft of electricity with up to five years' imprisonment. Up to 23 per cent of the power generated by the Water and Power Development Authority (Wapda), the largest power generation and transmission company, is lost in transmission, breakdowns, leakages and corruption, some officials estimate.

The government has also committed itself to privatising thermal power generation units of Wapda, which could together be worth \$4bn-\$5bn.

Mr Shahid Hasan Khan, an economic adviser to Prime Minister Benazir Bhutto, chaired the energy task force and supports a wider role for

the private sector. He acknowledges the success of the initiative will depend on the extent to which foreign private investors can be attracted.

Mr Michael Woodruff, chief executive of the Karachi-based 1,292MW Hub power project, expected to be fully commissioned by summer 1997, says that "almost as important as money is time". "If you can put together a project in a shorter time somewhere else offering a similar rate of return, you'll go to that place."

The Hub project, biggest in its kind in Pakistan to be backed by the private sector,

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## NEWS: INTERNATIONAL

# Natal emergency fails its first test

By Patti Waldkirch and Michael Holman in Johannesburg

South Africa's newly declared state of emergency in Natal Province failed its first serious test yesterday when security forces were unable to disarm thousands of Zulu royalists who marched through a northern town carrying spears and clubs in defiance of emergency regulations.

Police said it was too dangerous to disarm the marchers, despite the fact they were acting illegally. "We could not disarm them without bloodshed."

Police Major Margaret Kruger said of the march in the coastal town of Empangeni, watched by heavily armed

police with dogs and troops backed by armoured vehicles.

The incident raises questions over whether the state of emergency can reduce violence in Natal and the KwaZulu black "homeland" which it includes.

More than 73 people have died in the five days since the emergency was introduced.

Many powers granted under the emergency were already available to the security forces under previous legislation, but could not be used because enforcement was too dangerous.

Addressing the march, which ended peacefully, Mr Zenzile Phakathi, an Inkatha Freedom party official, urged marchers to defy the emergency, which

Inkatha views as a tool of the rival African National Congress: "We will make sure the state of emergency does not work in Natal/KwaZulu," he told the angry crowd.

Doubts over the efficacy of the emergency highlight the need for an urgent political solution in Natal, due to be the subject of a peace summit on Friday between the country's main political leaders. It was announced yesterday that international mediation, aimed at resolving the country's constitutional dispute, is to be delayed until next week. The ANC and Inkatha have yet to agree on the terms of mediation, casting doubt on prospects for rapid progress.



Pistol fire downed a civilian helicopter (above) in South Africa yesterday, sending it crashing into black township homes, police said. Reuter reports from Johannesburg. The pilot and three passengers survived with slight injuries, but one was robbed and another beaten by residents.

# Maghreb nations test EU's united front

No common mechanism for handling powder-keg to the south, report Lionel Barber and Francis Ghiles

The spiral of violence in Algeria is forcing European governments to brace for the worst.

Last week France said it was closing its schools and cultural centres there, after advising its 2,000 remaining expatriates to leave if possible. In Brussels, the European Commission is worried the military government of President Liamine Zeroual is losing control.

The possibility of a fundamentalist Islamic Salvation Front government in Algeria is no longer excluded, a prospect which could trigger instability across North Africa, from neighbouring Morocco to Egypt. "There could be a domino effect," said Mr Manuel Malmi, senior Spanish commissioner who controls trade and development policy towards the region. Mr Zeroual warned the five-nation Arab Maghreb Union at the weekend they were all at threat from Islamic fundamentalism.

The Algerian crisis provides a natural test for the European Union's fledgling common foreign and security policy. But member states are still wringing over whether it should be funded from national budgets or the EU. Without agreement,

there is no common mechanism or concept for dealing with the powder-keg to the south, a Brussels official says.

Instead, Algeria looks like turning into a case-study of how the interests of EU nation states continue to take precedence over a common EU foreign policy.

Five years ago, hopes were high that the European Commission could encourage the 12 member states to forge a new common policy toward the Maghreb, which embraces Algeria, Morocco and Tunisia as well as Libya and Mauritania.

The idea, spurred by an improbable Moroccan application to join the European Community in 1987, was to "anchor" the Maghreb to the EC through free trade and closer political ties. The rough model was the EU's approach to former communist states of central and eastern Europe, without the promise of membership.

The new Maghreb policy envisaged a shift from development aid to assisting small businesses in the hope of strengthening a nascent middle class; a new balance of payments loans to smooth over

debt repayments, and a Euro-Maghreb development bank modelled on the London-based European Bank for Reconstruction and Development. Most striking was its focus on human rights and the progressive liberalisation of trade.

The momentum behind the so-called EU-Maghreb partnership has since been lost. Some blame North African stubbornness in trade talks; others say the collapse of the Algerian economy in the past two years has exposed earlier hopes of closer relations as inflated. But the Europeans, including Mr Marin, are also under fire.

North Africans say the EU's emphasis on human rights and democracy is hypocritical. In January 1992, when the Algerian army suspended a second round of elections which the Islamic Salvation Front was expected to win, Europe's capitals were virtually silent.

Mr Marin argues it is time to tilt EU foreign policy more toward the Mediterranean rather than continue with the current preoccupation with eastern Europe. Member states must look beyond immediate allies and clients to the common interest. "Just as the future of the Baltic states can-

not be a matter of interest only to Danes, Germans and British, so the fate of Algeria and Egypt cannot be of interest only to France, Spain and Italy," he says.

Mr Marin's task is made more difficult because member states usually pursue short-term advantage in the absence of firm guidance from the Commission.

Last year Spain insisted on protecting its Andalusian fishermen before it would agree to a new fisheries pact with Morocco. Madrid then copied French strong-arm tactics in the Gatt talks, forcing its EU partners to agree to a time extension for a minimum entry price for tomatoes, cucumbers and oranges to the Canary Islands.

The result was a blow to the EU foreign policy, hardly softened by Spain's claim it had to "consolidate" the Canary Islands into the EU's Common Agricultural Policy.

Efforts are now under way to secure compensation for Morocco; but Spain's arguments in favour of extra EU money to support Morocco's balance of payments are opposed by budget-conscious Germany and the UK.

Talks with Algeria are similarly vexed. The Commission remains unconvinced about the regime's reform-mindedness. It is insisting that Algeria sign a letter of intent with the IMF to allow rescheduling of its \$26bn (£17.5bn) external debt and pave the way for much-needed economic restructuring. It also wants elections within two years.

Behind the scenes, the EU front looks less united. France is pressuring its EU partners to support a balance of payments loan of about \$1bn to Algeria, to offset lower oil prices. But the UK is sceptical about a shot in the arm which could delay economic reform.

In fact, the Commission proposed a similar \$600m loan in autumn 1990 to support Mr Mouloud Hamrouche, then the prime minister. But the French Treasury fought the idea. By the time President François Mitterrand presented his own \$600m loan initiative in July 1991, Mr Hamrouche had been sacked. A golden opportunity was lost, senior Spanish and Italian diplomats involved said.

Mr Marin still hopes he can wrap up partnership accords with Morocco and Tunisia by the end of the year. Algeria could follow at a later date, but only if the regime takes action to reform its banking sector, open up the public sector and trim subsidies, he says.

Pressure for an early accord is high on both sides. In 1995 negotiations begin on the Maghreb's share of the Delors II budget package, one year before the EU's direct aid runs out.

Assistance could rise well above the present £251bn (£355m) five-year programme.

Few doubt that the wily Mr Marin will squeeze out more money for his own budget. But Brussels officials concede the big challenge is to persuade people in the Maghreb that they share an interest in economic reform, open trade and closer relations with Europe, rather than Islamic fundamentalism.

"More must be done to stop the first domino falling," says one Spanish official.

Without such planning, the EU's dreams of a common foreign and security policy risk founders just as they did when the Union was confronted, and failed to deal with, another crisis in former Yugoslavia.

## NEWS IN BRIEF

## Israel seeks to sell state shipyard

Israel yesterday put state-owned Israel Shipyards up for sale by tender, writes Julian Ozanne in Jerusalem.

The company, which had annual sales of \$37m (£25m) in 1992, builds and repairs ships for civilian and military uses and does repair works for the US Sixth Fleet.

The sale is part of the Israeli government's privatisation programme for 1994 which aims to raise \$1.5bn and includes selling companies such as Bank Hapoalim, Bank Leumi, Israel Chemicals and the state airline El Al.

The Finance Ministry said investors interested in Israel Shipyards must submit bids by May 5 and that the sale would be completed within six months. According to the tender documents, the buyers are obliged to keep the concern as a shipping company and maintain existing labour agreements.

To privatise Israel Shipyards, in receivership since 1986, the government had to forgive \$140m of debt under an arrangement with the company's creditors.

## Indonesian debt warning

Indonesia says its rising foreign debt, now \$90bn (£60bn), requires serious attention because it is nearing the psychological level at which international donor confidence is reduced, Reuter reports from Jakarta.

If the debt level went beyond the \$100bn mark, it usually had a psychological impact, Mr Saleh Alifi, economic co-ordinating minister, was quoted as saying by the official Antara news agency yesterday. The World Bank, which has praised Indonesia for sound economic management since the late 1980s, heads a consultative group of donors which last year pledged \$5.1bn in fresh development aid.

Indonesia said on Monday it would avoid taking any surprise measures, including devaluing the rupiah.

## Malaysia expels journalist

Malaysia has expelled a journalist working for Inter Press Service (IPS), a news agency specializing in coverage of issues concerning developing countries, writes Jose Gallego in Manila.

The work permit of Ms Leah Makabenta, a Filipina based in Kuala Lumpur, was cancelled following "an unspecified article deemed to be a threat to national security," the agency's Manila-based regional office for Asia and the Pacific said.

**Australian financier accused**

Mr Russell Goward, former chairman of Westmex, the failed Australian investment group, has been charged by the Australian Securities Commission (ASC) over alleged misleading statements made in 1989, writes Bruce Jacques in Sydney.

The ASC said yesterday that Mr Goward, at present involved in bankruptcy proceedings, had received a summons to appear in court on April 11. Mr Goward was charged with making a statement likely to induce the purchase of Westmex shares, it added.

The ASC alleges he made a statement in writing on Westmex letterhead... "which he ought reasonably to have known was false or misleading in a material particular".

## Iran bans satellite dishes

Iran has banned satellite dishes used by thousands of people to watch foreign TV programmes, Reuter reports from Tehran. The cabinet has instructed the Interior Ministry to implement the ban within two months, the daily newspaper Salam quoted Mr Ali Mohammad Besharati, interior minister, as saying.

Satellite dishes began sprouting on rooftops two years ago. Salam reported last month that 400 dishes were being installed daily in Tehran despite warnings that foreign TV programmes were part of a western "offensive" to corrupt Iranians.

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Date \_\_\_\_\_

Age \_\_\_\_\_

1 Under 25

2 25-34

Job Status  1 Professional-Employed/Partner

2 Employed

3 Consulant

4 Self-employed

5 Student/Unemployed

Nature of Business  1 Financial Services

2 Construction

3 Other Services

4 Transport/Telecommunications

5 Distribution/Trade/Catering

6 Extraction (Oils/Gems, etc)

7 Manufacturing/Engineering

8 Other (Please state) \_\_\_\_\_

Type of Investment currently held  9 35-44

10 45-54

11 55-64

12 65+

Which of the following do you have?  1 Domestic Equities

2 International Equities

3 Offshore Deposits

4 Property

5 Bonds

6 Previous Metal/Gems

7 Unit Trust/Mutual Funds

8 Other International Investments

99 None

Which of the following do you have?  1 Credit Card (e.g. Visa)

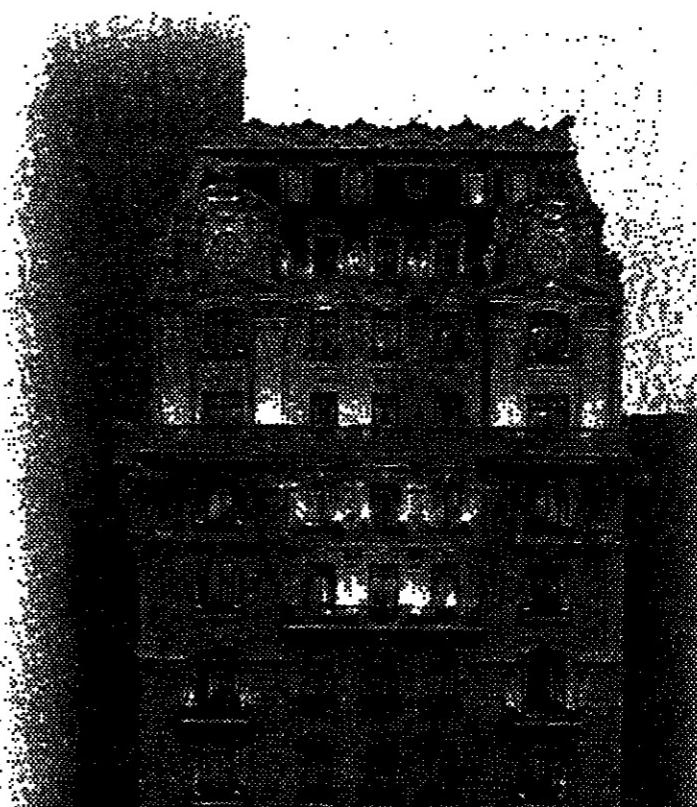
2 Gold Card

3 Charge Card (e.g. Amex)

99 None

*The flight from Hong Kong was exhausting.  
Like a godsend, Raphael showed up with the perfect cure for jet lag.*

*Or was it the butler at The St. Regis?*



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## NEWS: WORLD TRADE

# Pace of global trade growth slower in 1993

By Frances Williams in Geneva

World trade growth slowed last year but a hoped-for economic recovery in western Europe and Japan may offer brighter prospects for 1994. The General Agreement on Tariffs and Trade in a report published today.

The volume of world trade in goods rose by 2.5 per cent in 1993, well below the 4.5 per cent of 1992 but still ahead of world output growth of just under 2 per cent. The value of world merchandise trade fell by 2 per cent to \$3,600bn (\$2,425bn), reflecting the dollar's gain against European currencies and lower world prices for fuels and other minerals.

Although only limited data are available, Gatt economists estimate that trade in commercial services may have increased by around 3 per cent last year, against 12 per cent in 1992, to reach \$1,030bn.

The report blames the 1993 slowdown primarily on recession in western Europe. Lower trade volumes and exchange rate effects led to a 10 per cent drop in the value of the region's merchandise trade, unprecedented in the post-war period. If trade within western Europe is excluded, the value of world goods trade rose by almost 2 per cent last year.

The outlook for 1994 remains

uncertain. Merchandise trade volumes could expand by more than 5 per cent if recovery takes hold in western Europe and Japan by mid-year, Gatt predicts. "If, instead, delays occur... trade growth is likely to be closer to last year's 2.5 per cent."

Trade and output grew fastest in North America, Asia and Latin America in 1993. Exports from Latin America and from six Asian exporters of manufactures (Taiwan, Hong Kong, South Korea, Malaysia, Singapore and Thailand) jumped by 3.5 per cent in volume terms, boosted by rising North American demand.

This was reflected in changed rankings among the world's leading goods exporters. The US, Germany and Japan retained their top three places but, further down the league table, Hong Kong, Singapore and Mexico moved up two spots to 8th, 16th and 17th respectively, while Malaysia jumped three places to 19th. China, which is pressing to rejoin Gatt this year, ranks 11th.

The rankings for commercial services exports show the US in first place, followed by France, Italy, Germany, Britain and Japan. Here, too, Asian exporters are gaining ground. Singapore, Hong Kong, South Korea and Taiwan all feature in the top 20.

# Mahathir assails labour-trade link

By Kieran Cooke in Kuala Lumpur and David Goodhart in London

Dr Mahathir Mohamad, Malaysia's prime minister, has made a strong attack on moves to link labour standards to trade issues under a new world trading regime, saying that such action would be disastrous for developing countries. However, Malaysia's own Trades Union Congress yesterday backed such a move.

"Our sole advantage is our lower cost of labour... there has been talk of levelling the playing field by removing the labour cost advantage we have," said Dr Mahathir. "But a level playing field is meaningless for migrants competing against giants."

More than 120 countries are due to meet in Marrakesh next week to sign the Uruguay Round trade accords. The US has said it wants a draft ministerial declaration at the meet-

ing to include references to the relationship between what it calls "internationally recognised labour standards" and the world trading system.

Other developing countries have said labour standards are a matter for individual governments and should not be linked to trade issues. Last week Association of South-east Asian Nations (Asean) countries agreed to act as a bloc to prevent any "social clause" being included in future international trading rules.

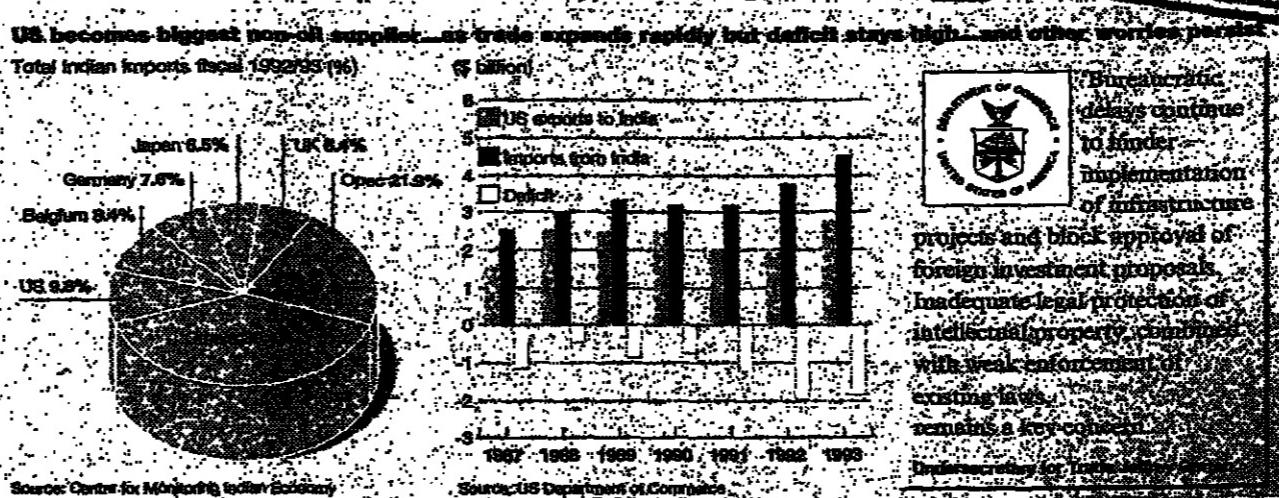
The Malaysian Trades Union Congress has backed the call for a social clause in Gatt as have trade union centres in several other developing countries including Singapore, Pakistan, Uganda, and Ghana.

"We do not seek a global minimum wage, but what we do need is global regulation of the right of unions to exist, to organise and to carry out collective bargaining," the Malaysian TUC said.

# US tries to melt the ice with India

Minister is in New Delhi to repair chilly relations, writes Nancy Dunne

## Trade with India: the view from Washington



Source: Center for Monitoring U.S. Trade Policy

Source: US Department of Commerce

# Softer French line over labour

By John Riddick in Paris

The French government yesterday struck a conciliatory tone concerning the incorporation of labour issues into international trading rules, reducing the prospect of a dispute with developing nations at next week's signing of the Uruguay Round trade agreements.

Mr Gérard Longuet, French industry minister, said France's aim was to stimulate a long-term debate on whether labour issues and workers' rights should form part of free trade agreements. But he said France wanted to avoid a damaging split between developed and developing economies at next week's Marrakesh meeting.

Mr Longuet said that France was not seeking to attach new labour standards to the Gatt treaty and sought to discuss "very general goals" such as the banning of child labour and forced labour. He added, however, that it was important for France and other countries to have the right to discuss issues of labour and trade as part of the World Trade Organisation, which is due to succeed the Gatt.

Mr Longuet's comments appeared to increase the chances of a smooth signing of the Uruguay Round trade agreements. The possibility of incorporating workers' rights into trade rules, raised by both the US and France, had brought strong opposition from developing countries, particularly in Asia.

The French government, however, struck a tough note in its position towards textiles trade. Mr Longuet said Indonesia, India and Pakistan had not made sufficient progress on liberalising their textiles markets in line with the new Gatt agreements.

## Import change for Mercedes

Mitsubishi Motors is taking over from this month the import and sales of Mercedes-Benz trucks in Japan previously handled by Stuttgart Truck and Bus Sales, a joint venture with Daimler-Benz. Michiyo Nakamoto writes from Tokyo.

The aim was to raise the efficiency of operations, Mitsubishi said. However, a minimum level of staffing would be kept in the joint venture, which would continue to operate for some time. Stuttgart Truck and Bus Sales is 60 per cent owned by Mitsubishi and 40 per cent by Daimler-Benz. Since 1989 a total of 1,000 Mercedes-Benz trucks have been sold in Japan.



Baton-wielding Indian police tackle a demonstrator taking part in a left-wing protest in New Delhi yesterday against the Uruguay Round agreement likely to be signed by the government

# Brussels to consult business on single market

By Hilary Barnes in Copenhagen

European businesses will be asked at a conference in Copenhagen at the end of May to present the European Commission with examples of how technical obstacles to trade continue to prevent the proper functioning

of Europe's internal market.

The conference is being held jointly by the European Commission, Denmark's industry ministry and the Federation of Danish Industries. The final date of the conference has yet to be fixed.

The decision to hold the conference

follows a report to the Commission in February by the Federation of Danish Industries, complaining that Brussels was not doing enough to ensure the functioning of the internal market. It also documented the continued existence of numerous technical barriers to the free movement of goods.

"The commissioners are still living with the illusion that the internal market is functioning satisfactorily, but they won't be able to say longer once they have attended this conference," said Mr Soren Krohn, the Federation of Industries specialist on European policy.

## Deutsche Bank Aktiengesellschaft

(Incorporated in the Federal Republic of Germany with limited liability)

Frankfurt am Main

We are convening our Ordinary General Meeting this year on Thursday, May 19, 1994, 10.00 a.m. in the Stadthalle Düsseldorf, Fischerstrasse 20, 40477 Düsseldorf.

### Agenda:

1. Presentation of the established Annual Statement of Accounts and the Management Report for the 1993 financial year with the Report of the Supervisory Board; presentation of the Consolidated Financial Statements and the Group Management Report for the 1993 financial year
2. Resolution on the appropriation of profits
3. Ratification of the acts of management of the Board of Managing Directors for the 1993 financial year
4. Ratification of the acts of management of the Supervisory Board for the 1993 financial year
5. Election of the auditor for the 1994 financial year
6. Amendment of the Articles of Association to abolish the maximum voting right
7. Authorization to purchase own shares

Shareholders entitled to participate in the General Meeting and to exercise their right to vote are those who have deposited their shares during normal office hours and in the prescribed form at a depositary bank until the end of the General Meeting.

Depository banks are those specified in the Bundesanzeiger of the Federal Republic of Germany No. 64 of April 6, 1994.

Depository banks in the United Kingdom are:

Deutsche Bank AG London,  
6, Bishopsgate,  
London EC2P 2AT

Midland Bank plc,  
Securities Services UK Department,  
Ground floor, Suffolk House, 5 Laurence Pountney Hill,  
London EC4R 0EU

Shares shall only be deemed deposited if they have been lodged by May 11, 1994, at the latest, with either of the aforementioned depositary banks or with any other authorized depositaries in the United Kingdom. In the U.K., entrance cards or forms of proxy will be issued by the aforementioned offices of Deutsche Bank AG or Midland Bank plc to whom application should be made.

With regard to the exercise of voting rights we wish to draw your attention to § 18 (1) of our Articles of Association:

The voting right of each share corresponds to its nominal amount. If a shareholder owns shares in a total nominal amount exceeding 5% of the share capital, his voting rights are restricted to the number of votes carried by shares with a total nominal amount of 5% of the share capital. Shares held for account of a shareholder by a third person shall be added to the shares owned by such shareholder. If an enterprise is a shareholder, the shares owned by it shall include any shares which are held by another enterprise controlling, controlled by or affiliated within a group with such enterprise, or which are held by a third person for account of such enterprises.

The 5% of share capital mentioned in § 18 (1) at present corresponds to a nominal amount of DM 117,843,407 = 2,356,868 shares of DM 50 par value.

Copies of the Annual Report as well as the complete wording of the Agenda will be available at the aforementioned banks on or about April 8, 1994.

Frankfurt am Main, April 1994

The Board of Managing Directors

## Government Of The Arab Republic of Egypt

Ministry of Public Business Sector

### INVESTMENT OPPORTUNITY

In The Context Of The Egyptian Government Privatization Policy

The Engineering Industries Company

An Egyptian Joint Stock Holding Co. Governed By Law 203/1991

### Announces For

The Exploitation Of Existing Capacities Of Its Affiliate

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El Nasr Automotive Manufacturing Company (NASCO) is a joint stock affiliate company governed by law 203/1991. The company is the pioneer of Automotive Industry in Egypt and in The Arab World. It is located on 1,658,550 square meters of land in Wadi-Hof, near Heliopolis. The Company Comprises Several Manufacturing Units Producing: Passenger cars, buses, minibuses, trucks, agricultural tractors, engines, and spare parts. Company's sales in 1993 were L.E. 556,376,000. Competent Investors and/or Manufacturers, interested to exploit the existing capacities in NASCO, are invited to present their PROPOSALS and OFFERS to make the BEST use of said capacities, upgrade its efficiencies and develop its technologies in the manner they foresee, to achieve:

1. The FULL or PARTIAL exploitation of the existing capacities, by subcontracting, leasing, management contracts OR procurement of all or part of said existing capacities to be used in the same field of activity or another marketable complementary activity.

OR  
2. The Purchase of all or part of capital Shares of NASCO. In all cases consideration shall be given to updating production facilities as well as the training of NASCO personnel on modern technologies in the Automotive Industry. Applicants, to buy tender documents, will receive an INFORMATION MEMORANDUM describing in details NASCO's existing capacities and activities. Further additional information could be given at request.

The Company welcomes, investors and their representatives to visit the manufacturing plants during the period from April 1, 1994 till June 30, 1994 and meet with concerned officials to answer any questions. Tender documents, including TERMS, CONDITIONS, and INFORMATION MEMORANDUM are available at Engineering Industries Co. (26, Adly St. Cairo, Egypt) against payment of U.S.\$500 or L.E. 1700

Offers, should be submitted in Arabic and English languages (FOUR COPIES EACH); in two separate sealed envelopes. (Technical - Price) The TECHNICAL envelope will specify the option of exploitation proposed by the investor and all relative details. While, the Price envelope will include prices offered and terms of payments.

Offers should be submitted on or before 12.00 o'clock on Sunday July 31, 1994, and addressed to: Mr. Chairman of Engineering Industries Co. at 26 Adly St. Cairo, Egypt. Tel.: (202) 393-5787 Fax: (202) 392-1556

The Engineering Industries Co. reserves the right to accept or reject any offer without stating any cause or liability.

JYI in 150

## Caracas fund to buy poor quality loans from banks

By Joseph Mann in Caracas

The Venezuelan government plans a fund to buy poor quality loans from ailing banks as part its effort to restore the financial sector to health, according to Mr Enzo del Bufalo, head of the economic planning office (Cordiplan).

Six private banks are believed to be dependent on government finan-

cial assistance following heavy withdrawals in the wake of the collapse in January of Banco Latino, the country's second largest bank.

Mr del Bufalo stressed that the proposed fund, apart from helping to stabilise the banking system, is also expected to play a role in easing pressure on the country's international monetary reserves and reducing inflation.

The fund will buy bad loans from selected banks in order to improve their financial performance. In return, the government will demand that they reduce purchases of US dollars for their own accounts, thus taking pressure off Venezuela's international reserves.

The country's monetary reserves fell by \$1.7bn (£1.15bn) during the first quarter of this year, compared

with a decline of \$519m during all of 1993. However, the pace of reserve loss slowed considerably in March of this year, and the government still has reserves of around \$10.9bn, equivalent to over a year of imports.

The government also expects borrowers whose bank loans are taken over by the fund to renegotiate payment terms. In return for more favourable arrangements, the govern-

ment will ask beneficiary companies to keep price rises for their products below a 2.5 per cent monthly target.

Banco Latino, closed since January 13, has been re-capitalised by the government and re-opened under new government control on Monday. It has resumed most normal financial activities.

Mr del Bufalo also said the govern-

ment would urge direct talks between business owners and employees aimed at replacing the existing system of worker severance benefits with pension funds.

Under current Venezuelan legislation, employers are required to set aside one or two months pay for each year of employee service, and to pay market interest rates on this sum.

## Military snub for Chilean president

By David Pilling in Santiago

Chilean civil-military relations were thrown into crisis yesterday when the head of the police force refused to resign over allegations of covering up the murder of three communist leaders in 1985.

General Rodolfo Stange publicly refused to step down after a long meeting with President Eduardo Frei, in a move which undermines the president's authority and highlights the limits of democratic rule, regaining in 1990 after 17 years of military dictatorship.

Although under the 1980 constitution, drawn up by the military, the president cannot dismiss commanders of the armed forces, Mr Frei had made it clear that Gen Stange's position was no longer tenable.

Mr Milton Juica, a judge who has been investigating the case since 1989, said that Gen Stange may have "failed to fulfil his military duties" by impeding the investigation.

The consolation for Mr Clinton is that Arkansas just beat Duke on Monday night. The state whose entrails are now under the national microscope can boast a president and a national champion for the first time. The Cleveland Indians also won. The only bad Easter omen is that Hillary Clinton threw out the first ball in Chicago, but the local Cubs promptly lost.

Mr Germán Correa, minister of the interior, last week called on Gen Stange to "examine his conscience" after the publication of Mr Juica's findings. Mr Jorge Schulsohn, president of the chamber of deputies, yesterday said Gen Stange ought to resign his post "as a patriotic act".

Gen Agusto Pinochet, who remains commander in chief until 1997, has strongly backed Gen Stange, as have top police officials who last week issued a statement saying: "The carabineros do not accept nor will accept any question... of placing in doubt the legality, transparency and honesty of the actions of the force or its commander."

## US leading indicators dip 0.1%

By George Graham  
in Washington

A small dip in the US Commerce Department's main economic forecasting index last month helped quench fears of overheating in the economy, but forecasters predict a rebound in March's index as a result of warmer weather.

The index of leading economic indicators dropped by 0.1 per cent after rising for six months in a row, the Commerce Department said yesterday.

The largest factors in the index's fall, however, were a shortening of the average working week and a decrease in building permits. Both elements were affected by February's severe winter storms, and both rebounded strongly in March. Higher prices for sensitive materials and lower claims for unemployment benefits were among the offsetting factors tending to take the index higher.

Private sector economists had generally expected a small drop in the February leading index, which is thought to predict the approximate level of economic activity several months in advance.

The Commerce Department said its index of coincident indicators, which is intended to move up and down in line with current economic activity, rose by 0.5 per cent after dropping 0.1 per cent in January. The index of lagging indicators, which provides a trailing signal of economic activity, fell by 0.1 per cent after staying flat in January.

## Easter double-header for Clinton and Nixon

By Jurek Martin in Washington

Bill Clinton met Richard Nixon on Monday night. They were not actually in the same room, town or state, and therefore did not discuss Russia, Whitewater, Watergate or any other great matter of the past or present. But, metaphorically, they were together.

The place was the Coliseum in Charlotte, North Carolina. The current president was in the stands as his home state university of Arkansas, where he was a law professor from 1973-76, played Duke, where Mr Nixon got his law degree in 1937, for the national collegiate basketball championship. It is a fair bet Mr Nixon was watching the game on television.

For Mr Clinton, it was the perfect end for the sort of Easter Monday that only presidents get to enjoy. It started on the White House lawns with an Easter egg hunt for children; it was levitated, via Air Force One, to the traditional throwing of the first ball at Cleveland's magnificent new baseball stadium; and it wound up in Charlotte, with his arms round the black and progressive Arkansas coach.



President Clinton congratulates Arkansas' coach Nolan Richardson for his team's win

Mr Nixon in his time, was his way by fundraisers organised by the 37th president.

But the current comparisons doing the rounds are far more political than sporting. Whitewater may never equal Watergate either in substance or climactic end result, but both men have found themselves on similar racks.

The Nixon approach to his crisis was to try to brazen it out, with a White House prosecutor guard under Haldeman and Ehrlichman manning the drawbridge. The Clinton tactic over the tale of his family's land and financial dealings in Arkansas years ago was initially to deny almost every-

thing and then to parcel out information bit by bit. Neither approach worked.

Both came to office burdened with opprobrious nicknames - "Tricky Dicky" and "Slick Willy" - which reflected their tendency to moralise and their quicksilver approaches to politics. Neither was easy to pin down or predict. Mr Nixon, the presumed foreign policy hard-liner, opened the door to communist China; Mr Clinton's promise "to end welfare as we know it" would dismantle a Democratic party monument.

Both were also adept at stealing the political clothes of their opposition, with Mr Nixon advancing some policies, including wage and price controls, long favoured by the left, and Mr Clinton attacking the budget deficit and crime almost as if he were a Republican.

The combination of their respective personalities and policies meant that both inspired something akin to hatred from those who believed they were morally discredited for the highest office. For Mr Nixon 20 years ago, contempt came from liberals; for Mr Clinton today, it is from

## Plan to 'end welfare as we know it' bears heavy cost

By George Graham

President Bill Clinton may have to scale back his plan to "end welfare as we know it" because of the greater-than-expected cost of overhauling the US social safety net. The welfare reform plan drafted by a White House task force could cost as much as \$88bn (£33.7bn) over 10 years, according to yesterday's New York Times.

The report, citing a memorandum

written by the task force, says a "Cadillac version" of welfare reform could cost \$18.4bn during its first five years, but might cost over \$7bn a year more than the current system once fully phased in. Officials said the administration was likely to adopt a more limited version that would still cost \$35bn over 10 years.

The core of the Clinton welfare reform plan - which is designed to

fulfil one of his most popular cam-

paign promises - is a proposal, with which several states are already experimenting, to require welfare recipients to work for their benefits after two years.

This is expected to increase the overall cost of welfare substantially, because of the need to create more training and work programmes, as well as to provide child care and health cover for participants.

The memorandum showed a 10-

year cost of \$12bn for expanded training programmes, \$14.7bn for new work programmes and \$16.3bn to provide child care for poor people who work. It also foresees savings of \$3bn over 10 years from improved enforcement of child support payments, and of \$2.15bn from allowing states to cap benefits to those who have more children after they enroll for welfare payments.

Under US budget rules, additional spending will have to be offset either by other spending cuts or by tax increases.

A rival Republican plan aims to finance itself largely by cutting off benefits to immigrants - a measure that has also been eyed by many states seeking to cut their welfare budgets, but which will draw fire from key Democratic constituencies, including Hispanic members of Congress and church groups.

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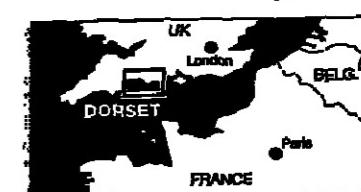




A five-page survey with sector-by-sector reports and local contacts list

# BUSINESS IN DORSET

Wednesday April 6 1994



The Tolpuddle martyrs, the six farm labourers from the village near Dorchester who were sentenced in 1834 to seven years' transportation to Australia for trying to form a union, were fortunate not to have been accused of vandalism.

A plaque dating from 1834, now in the Dorchester museum, warns that anyone "wilfully injuring any part of this county bridge" could be whipped and transported for life.

Dorset still has its landowning legacy but its image of a rural county, known for Thomas Hardy, Corfe Castle, seaside resorts and sailing in Poole harbour, is much less than the full picture.

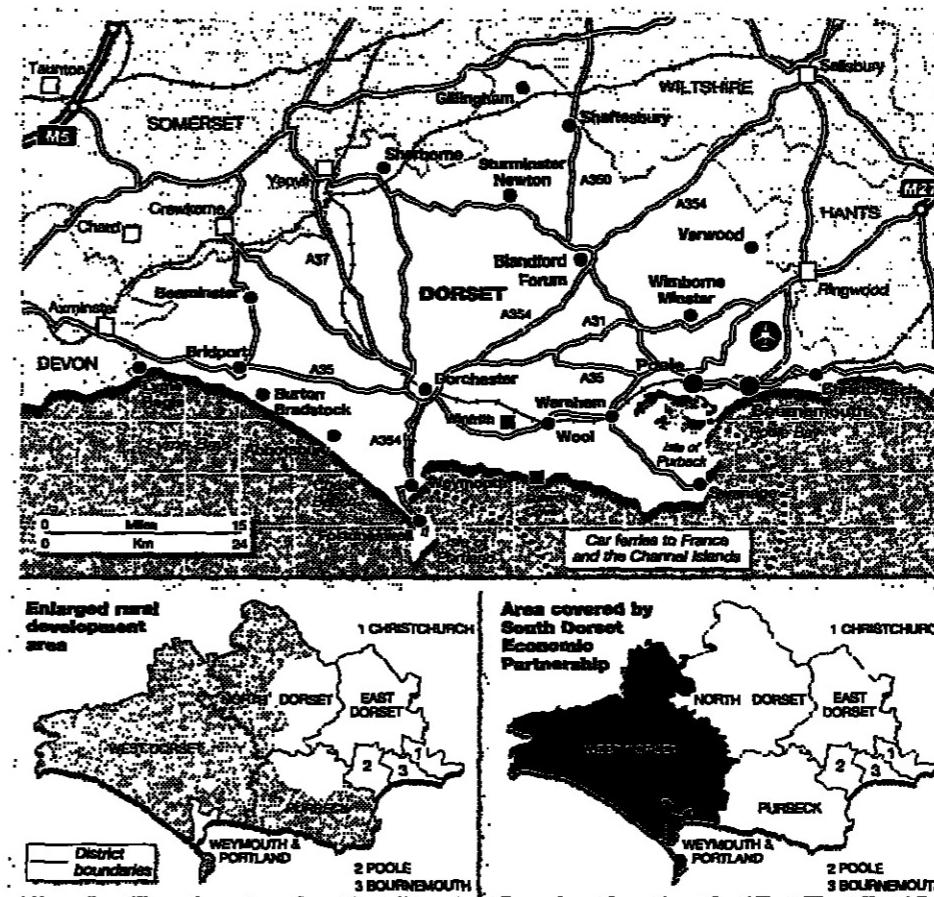
Agriculture and fishing employ only 2 per cent of the workforce. While tourism and leisure remain leading industries, employment in banking and insurance in the south-east Dorset conurbation of Bournemouth, Poole and Christchurch grew by 82 per cent in the 1980s. The diversified manufacturing base ranges from high-tech defence contractors to builders of luxury motor yachts and the breweries of Eldridge Pope and Hall & Woodhouse. Onshore oil is produced at Wyth Farm by British Petroleum.

During the 1980s, overall employment in the county grew by nearly 16 per cent. The advantages were obvious: Bournemouth is only 100 miles from London, Poole and Weymouth ports provide access to the European continent; the workforce is skilled and stable and the countryside fosters a pleasant way of life.

In 1990, unemployment was only 3.2 per cent and Dorset's population had become one of the fastest growing in the UK. Whereas in 1981 the population was just under 600,000, it is now about 670,000 and projected to reach more than 730,000 by 2001. Most of the increase is due to migration from south-east England and, although that includes many retired people, the working-age population grew in the 1980s by 14 per cent, compared with only 4 per cent for England and Wales.



Some 1,300 sq km of the county are designated areas of outstanding natural beauty. Picture: West Country Tourist Board



## County at a crossroads

The recession, coinciding with cutbacks in defence spending, caused a shock to the system in Dorset. Roland Adburgham reports

Dorset in that decade gave the impression of being laissez faire – no one needed to be persuaded to come. The recession, coinciding with cutbacks in defence spending, caused a shock to the system.

Mr Rex Symons, chairman of Dorset Training and Enterprise Council, says: "We've seen in the recession something which never happened before in Dorset. It affected all sectors – tourism, financial services and manufacturing – and the change in the defence industry has been profound."

"We were the soft underbelly," comments Mrs Beryl Kite, chief executive of Dorset Chamber of Commerce & Industry. "Had we known it, all the components were against us. It absolutely rocked us – we had no experience of this in Dorset."

Dorset is now at a crossroads. In one sense, this is

almost literal. It has fast road and rail links towards Southampton and London, but suffers from poor connections between the coast and north and to the west. Dorchester, in the west, remains the county town but the economic heart is the south-east conurbation, which has 410,000 people within its travel-to-work area. The county tends to split, therefore, between west and east – with the conurbation looking more towards the central southern region, rather than south-west England.

The economy, too, is at a

sance of the implications of high unemployment – 10.1 per cent in February – combined with a rising population and the certainty of further defence retrenchment. Describing the state of the local economy, Mr Peter Harvey, chief executive of the county council, says: "I don't think desperation is overstating it. We are caught two ways – there are more jobs to find but fewer opportunities."

In response, public and private sector initiatives have been launched to regenerate the economy. "It is very encouraging to see the sectors working together rather than

going down parallel tracks," Mr Harvey says. "Instead of bickering, we are all facing in the same direction."

A county-wide forum, Partners for Prosperity, has been established by the local authorities of Bournemouth and Poole with Portsmouth and Southampton, which together call themselves "the urban focus of the south coast." Its purpose is to promote the region's interests within Europe and to form a "transmanche region" with the similar Normandy Metropole of Le Havre, Rouen and Caen.

"There is a complete change in attitude to economic devel-

opment," says Mrs Kite. "The county is still a bit shell-shocked – but we've picked ourselves up and dusted ourselves down. We hope the worst is over now. We are leaner and meaner."

This month, a one-stop Business Link advice service opens to assist indigenous growth. Small enterprises are the mainstay in Dorset, only a handful of quoted companies are headquartered there, such as McCarthy & Stone, the retirement homes builder, and Bridport Gundry, the netting group. Mr Harvey says: "Dorset is not a county where you have major manufacturers – we need to facilitate the small existing businesses to expand."

Some official recognition that Dorset faces difficulties has come with the designation last year of Weymouth and

Poole as an intermediate assisted area, the winning of European Converge funding – intended to aid areas suffering from the rundown in defence spending – for south Dorset, and an expansion this month of the rural development area to include much of the county. But a setback was that Dorset failed last December to win European Objective 2 status which would have helped fund infrastructure improvements.

Mr Bryan Cassidy, MEP for Dorset East and Hampshire West, stresses that the county can reapply. "It is a commonly held belief," he says, "that an area like Dorset doesn't qualify for any European funding. Substantial European funding comes in directly and indirectly, but mainly through collaborative programmes such as at the ARA at Wimfrith."

In political terms, Dorset is also at a crossroads. Last year, the Conservatives lost control of the county council, with the Liberal Democrats becoming the largest party, and suffered a by-election defeat at Christchurch. The county now faces the expense and upheaval of local government reorganisation with various options being touted and no consensus among the county and eight district councils. The county backs an option under which it would survive in large part as a single unitary authority and Bournemouth and Poole would form two others. Business opinion, as elsewhere in England, wants new councils to be big enough to address strategic issues.

Such issues, of course, include road building, a highly contentious matter in Dorset because of the splendour of its countryside, already under pressure from housing land demand and industries such as gravel extraction. South West Regional Planning Conference, in strategy advice to the Department of the Environment, describes an efficient transport system as crucial to the county, but the aim must be "to balance a prosperous local economy with the protection and enhancement of the environment." For Dorset, more than ever, that is a difficult balancing act.

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## BUSINESS IN DORSET II

## ■ ECONOMIC DEVELOPMENT

## Prospects have improved

"We are feeling a little bit more optimistic about the economy. You hear better noises from people," says Mr John Morrison, chief executive of Dorset Training and Enterprise Council.

While prospects for Dorset's economy have improved compared with the depths of the recession, the optimism is guarded. Although unemployment in February at 10.1 per cent was below the peak, it compares with a rate of only 3.2 per cent in 1990.

From that low base, it accelerated to reach 10.9 per cent in January 1993. This increase of 24.1 per cent was easily the highest in south-west England.

An analysis last month of corporate profitability by Dun & Bradstreet, the business information company, ranked Bournemouth as the least profitable town in Britain. Within the Bournemouth area, nearly 14,000 people were out of work in December, almost half the county's total unemployed.

Soaring unemployment was the catalyst for the public and private sectors to set up the Partners for Prosperity forum. Backed by the county council, Dorset Chamber of Commerce & Industry and Training and Enterprise Council, it intends to lobby for the county, market its opportunities and encourage initiatives to regenerate the economy.

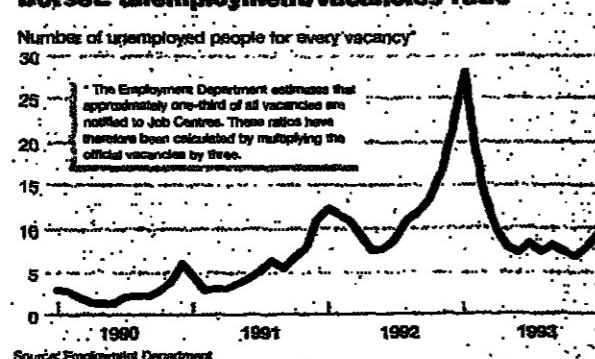
Mr Tony Ward, chief executive of Partners for Prosperity, says an important role is information. "It is vital to know what we have to offer and the potential. We have to market the Dorset brand - to get it across that Dorset is a good place to come to bring your company here."

Within the county, people

also have to be persuaded. "We have to make sure that people in Dorset think economic development is a good thing. We have to demonstrate there can be added value to the environment from economic development, rather than detracting from it."

The partnership needs, Mr Ward says, to put up "coherent

## Dorset: unemployment/vacancies ratio



nearly three quarters were without a school. One fifth had no bus services.

Mr Ray Symons, chairman of Dorset Tec, says: "If we are to preserve the somewhat unique heritage in the west and north, it has to be a working community, not a museum. If we could achieve increased rural activity without destructive

the region, however, is anchored in the conurbation around Bournemouth and Poole, where the mainstay industries of manufacturing, financial services and tourism have suffered in the recession. But Goadsby & Harding, a leading independent estate agency, believes this year will see the beginning of speculative office development, triggered by increasing inquiries and the lack of prime new office property.

It reports "significant shortages of large, modern specification buildings" in south-east Dorset.

This indicates the local economy is not all a tale of retrenchment. At Poole, Surface Electronics, a manufacturer which employs 350 people, moved to its existing factory in March 1993 but has already outgrown the premises and wants another unit alongside.

The county council, in drawing up its structure plan, identifies land supply as an important factor if Dorset is to be a competitive location for inward investment. But Mr Roger Wooley, business development partner of Lester Aldridge, a leading regional law firm, considers that while local authorities are no longer negative about economic development, they still lack dynamism.

"We don't have a gut feeling there is the political will to make it happen," he says. There would need to be only relatively modest growth to see a shortage of development land.

Dorset has few large development sites. One with the biggest potential is at Bournemouth airport, and another is Winfrith, where AEA Technology owns no fewer than 150 buildings. Its commercial reactor shut down in 1990 but there are still more than 1,000 people employed on decommissioning, research and consultancy work. It is keen to sell its services for other uses - for example, in simulations for the oil industry.

Mr David Kirby, head of property for AEA Technology, is seeking to develop Winfrith as a technology park, attracting like-minded businesses. Last month, agreement was reached for Defence Research Agency's Underwater Systems to move from Portland to Winfrith.

In encouraging inward investors, Mr Len Carslake, the county's economic development officer, describes the "stability and quality of the workforce" as one of the great resources of the county. A double-edged factor is that wage levels in the county are among the lowest in England. While this may appeal to some companies, it also means that, as the economy improves, it may be difficult to keep the best staff.

To counter that is the quality of life, which is Dorset's greatest asset. Mr Wooley says: "We recruit a lot of lawyers from London. It is very difficult to get them to come, but once here, they are almost immediately sold on it."

Dorset, however, failed last December to win European Objective 2 status, which would have given access to funds to improve the infrastructure. The county council regards improvements to roads in the Weymouth area as a high priority, although its plans have met with local opposition.

Better road access was described as vital by Drivers

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**N**o one who drives along the causeway which runs from Weymouth, past the pebbles of Chesil Beach, to the Isle of Portland can fail to be aware of the military history.

On the east side is the naval base with its huge harbour, enclosed by Victorian breakwaters. On the densely-populated limestone lump of an island, scarred by quarries and with a 15th century castle, is the Defence Research Agency and the Sea Systems Directorate.

Nowhere in Dorset is the consequence of the peace dividend more acutely felt. The naval base will close in 1996 and, next year, the DRA Underwater Systems division is moving 500 staff to the Atomic Energy Authority Technology site at Winfrith. There will be redundancies among its support services at Portland. The SSC is due to relocate much further away to Wimborne.

Nearly half the jobs in the Weymouth and Portland borough are estimated to be defence-related. They are vulnerable not only to the military retrenchment but to the cutbacks in the defence budget affecting many local contractors. In 1994, the travel-to-work area ranked 235th out of 321 in Britain in terms of unemployment. By mid-1992 it had risen to 132nd. It has been estimated the imminent Portland closures and relocations could result in the permanent loss of a further 5,000 jobs.

Coopers & Lybrand, the accountancy firm, gave a stark warning in a report published in December 1992: "Unless proactive steps are taken, economic and employment difficulties in the area are set to become the most intractable in England in the mid-1990s."

The report, An Inward Investment Strategy for South Dorset, proposed a South Dorset Economic Partnership (SDEP) to co-ordinate an economic strategy, assist "catalyst" projects and market the area. This partnership is now established, supported by local authorities, Dorset Training and Enterprise Council, Rural Development Commission, Dorset Chamber of Commerce & Industry and local companies such as Eldridge Pope, the brewers, and DEK Printing Machines. Mr Ray Coles, managing director of Ultra Electronics Ocean Systems, based in Weymouth, is chairman.

An early success for south Dorset has been winning European Konver funding to assist areas suffering from the defence rundown. A grant of £266,000 will help with projects such as retraining and business advice centres. Another recognition of the difficulties is the granting of intermediate assisted area status. The first new business attracted in consequence is Edwards Medical, which won a £55,000 grant to open a Weymouth factory sterilising and packing medical products.

Dorset, however, failed last December to win European Objective 2 status, which would have given access to funds to improve the infrastructure. The county council regards improvements to roads in the Weymouth area as a high priority, although its plans have met with local opposition.

Better road access was described as vital by Drivers



Picture: Andrew Moore

## ■ PROFILE: The SDEP

## An economic strategy

Jonass, the planning consultancy, in a report published in January on the potential use of Portland harbour once it is released by the Ministry of Defence. Drivers Jonas said the new uses should contribute to the maintenance of the breakwaters, which costs £260,000 to £300,000 a year. But the main limiting factor, it said, was that only 32 acres of land would be available for development.

One industrial scheme has been proposed by Roll (UK) for a marine waste and oil recycling project. Interest in the harbour from tourism and leisure operators, Drivers Jonas reported, had so far been muted.

Leisure and tourism is one

natural and man-made beauty." His own company, a management buy-out from Dowty Group specialising in underwater towed sonars, is an example of how defence-related companies are diversifying. "We've had to tighten our belts significantly. We had a £10m turnover in 1990 but since then a 25 to 30 per cent reduction.

"We embarked on a product strategy - we decided to be pro-active so that, when the ramping-down in spending started, we had somewhere to go." Ultra Electronics has developed the hardware for colour printing identity cards, and the use of sonars for mapping seabeds for the oil and telecommunications industries.

"We find that from being in very cold water, our skills are now much sought after."

The DRA itself, even before its move to Winfrith, is also diversifying into civilian markets. Mr David Kimberley, director of Underwater Systems, says there has been an assumption that all its work is secret. "But we are very keen to exploit the skills we have - as a partner or a subcontractor - for non-defence activity."

DRA has the technology and techniques, he says, for a whole range of industrial underwater activity ranging from remote-controlled vehicles to image processing. And it does not have to confine itself to the oceans. An example he gives of the DRA's amphibious approach is to adapt its expertise in muffling submarines to cutting the noise of wind farm turbines.

On a similarly forward-looking note, Mr Wheathouse points to the optimistic aspects of the Coopers & Lybrand report. It concluded that, if the SDEP could achieve its objectives, "We believe that south Dorset's prospects for long-term growth must be seen as good."

Roland Adburgham

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## BUSINESS IN DORSET IV

## ■ TRANSPORT AND COMMUNICATIONS

**County faces a dilemma**

A news story in the Dorset Evening Echo about plans to solve Weymouth's "chronic traffic problem" with a £25m relief road, sums up the dilemma which faces the county in improving its transport links.

The proposal, the Echo reports, "is opposed by hundreds of residents and the environmental group Friends of the Earth, while supporters claim the route is a solution to congestion and a lifeline for the area's troubled economy."

Local feelings about road building are especially strong in a rural county - both for and against. Residents of villages battered by heavy traffic want bypasses; environmentalists and landowners want to protect the countryside.

There is no doubt the local economy would benefit from an improved road network. The business community has highlighted this - and the development of scheduled services at Bournemouth airport as prime concerns.

The county council, in a report for its structure plan, describes the car as "the almost universal mode of travel" in Dorset. But in rural areas, it says, the shortage of

financial resources means few bypasses will have been provided, even by the year 2011.

No motorway passes through the county and only the A31 and A35 are Department of Transport trunk roads. While the A31 provides a good connection between Southampton and the M27 to Bournemouth and Poole, the A35 road west-

**Improvements to the A31 between Dorchester and Yeovil will be completed this summer**

wards from Poole is not adequate. A public inquiry into a village bypass between Bridport and Lyme Regis is scheduled to open on April 11, but one for Tolpuddle has just been put back on the Department of Transport's reserve list - a decision which Mr Peter Harvey, chief executive of the county council, describes as "appalling".

The county council will complete improvements this summer to the A31 between Dorchester and Yeovil. But planned bypasses to improve the north-south A350 from Poole towards Bristol, a twist-

ing road filled with slow-moving trucks, have yet to materialise.

The port of Poole, despite the A350's inadequacy and the harbour bridge, has developed rapidly since roll-on/roll-off ferry freight services started to Cherbourg, 57 miles away, in 1973. A self-financing trust port run by harbour commissioners, it reclaimed an additional 35 acres in the early 1980s and now has three ro-ro berths, plus berths for conventional cargo and a rail link.

Truckline - bought by Brittany Ferries in 1985 - runs its superdry Barfleur from Poole to Cherbourg, with a capacity of 70 trucks, 270 cars and 1,200 passengers. The company is about to start a new service to St Malo, with four return sailings a week between mid-May and October. Brittany Ferries

and Mr Hamish Green, chief executive of the commissioners, are confident in the port's ability to withstand the opening of the Channel tunnel.

Although it is not a deepwater port, one expanding business is that of cruise ships and 20 are due to call this year. But in January the port lost the Jersey and Guernsey services run by British Channel Island Ferries, whose passenger operations were taken over by Condor, the Guernsey-based ferry company. Instead, Condor is running hydrofoil services and a traditional ferry to the Channel Islands from Weymouth.

A mainline electrified rail service from London to Bournemouth, then Weymouth, ran by West Country Travel Board



A mainline electrified rail service runs from London to Bournemouth, then Weymouth, via West Country Travel Board

to Exeter line.

For business air travel, the choice has been either Southampton or Heathrow airports. But scheduled services are due to start from Bournemouth airport on April 11 which will be operated by a new regional airline, Euro Direct. Mr Neil Hansford, its chairman, intends to start with flights to Paris, Amsterdam and Brussels. He says: "The only limitation to the number of services we are prepared to offer is the support we receive from the

local community."

The airport is owned jointly by Bournemouth council and the county council, with Christchurch council as the planning authority, a combination which had not stimulated development. Mr Doug Wilson,

who took over two years ago as director, acknowledges that the airport had become "quiet". It has 80,000 movements a year but the vast majority are of light aircraft, although charter business has grown to about 200,000 passengers annually. Thomson will be using the airport for the first time this summer.

Planning consent was recently granted to extend the run-off to its main runway, which will increase the range of aircraft and free up development land near the secondary runway.

More than 100 companies, mostly aviation-related, are already based at the airport, employing 2,100 people, and Mr Wilson believes there is the potential to double that. He says: "It is quite possible for a centre of aviation excellence to be built here."

The cost of the runway development will exceed £1m and, although part of that funding is in place, future expansion will require the injection of private capital.

Roland Adburgham

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## ■ POUNDBURY PROJECT

**Back-to-the-future concept**

**O**n a greenfield site on the edge of Dorchester, within sight of the hill fort of Maiden Castle, the first houses are being built in an ambitious scheme, enthusiastically supported by the Prince of Wales, for the urban development of Poundbury.

Eventually, over a 25-year period, there could be as many as 3,000 houses on 400 acres of land owned by the Prince's Duchy of Cornwall. This would entail a surge in the county town's present population of 15,000. The start is much more modest: 61 homes of which 35 are for the Genesis Trust housing association to let to local people, and 26 houses to be sold by the builder, the West Dorset company of C.G. Fry and Son, at prices of up to £150,000.

So far, the builder has had about 130 inquiries of which half are from local people.

This first phase will in due course consist of 24 houses and flats, plus offices, community shops and light industrial workshops. Poundbury,

referred to as an "urban extension" of Dorchester rather than a village, is intended to reflect traditional architectural styles. It will have a high density of houses to foster community spirit, avoid grid layouts and try to reduce dependence upon cars. In keeping with its back-to-the-future concept, modern energy-saving techniques will be used in the buildings.

The master plan, by Mr Leon Krier, an architect, is regarded by some as a dubious exercise in nostalgia, but has attracted international interest. Mr Andrew Hamilton, Poundbury's development director, says similar schemes are already being planned.

The Duchy emphasises that it is a landowner, not a speculative developer, and that West Dorset district

## ■ BUSINESS DEVELOPMENT

**Help for employers**

vide all the various services for businesses which are currently offered by competing bodies - including the county council, the Training and Enterprise Council (Tec), the Enterprise Agency and the chamber of commerce - under one roof.

The idea is that employers should quickly find their way to the precise assistance they need. This, it is hoped, will help Dorset's more troubled employers, such as the defence sub-contractors. Meanwhile, the Dorset Business Link will also attempt a sophisticated exercise in "picking winners".

"Growth ready" companies - small companies with good prospects of expansion - will be targeted by the Business Link's advisers for a high-level process of diagnosis and support. Four personal business advisers have been appointed from backgrounds in the civil service with the Department of Employment, and in management of small and medium-sized companies.

According to Mr John Morris,

son, chief executive of Dorset Tec, the service will ensure that firms get the answers they need promptly, as a result of a single local-rate phone call whether it's a question of marketing, finance, export services, planning, health and safety, or any one of the numerous other business

Mrs Beryl Kite, chief executive of the Dorset chamber of commerce and industry, and acting chief executive of the new Business Link, claims that if the one-stop shop does not work in Dorset, "it's not going to work anywhere".

Dorset's comparative remoteness from other business centres has helped. The county is more compact than some rural areas, most of its businesses are based into one conurbation, and all the local agencies share the same boundaries.

This gave Dorset a head-start over metropolitan areas which included institutional disputes between several Tees or unitary authorities, or where more employers' organisations were clamouring for attention, according to Mrs Kite.

But there is alarm among businesses about the local government reorganisation. If it goes ahead - and the new structure should be implemented in 1996 if the government persists with its plans - then Bournemouth and Poole councillors want to create two separate unitary authorities for the conurbation.

Ancient rivalries, caused by the fact that Bournemouth was in Hampshire until the last reorganisation in 1974, lie behind the councillors' position, which infuriates local businesses. One employer fumed: "Christchurch, Bournemouth and Poole look like one conurbation from the air and they feel like one when you drive through them. From my point of view, services I need come from those three areas and they need co-operation. I can't see why we need more than one council."

While the entire conurbation is currently served by the county council, there would be no authority with overall control of planning if the plans were carried out. If reorganisation goes ahead it looks unlikely to help developing businesses in the area.

But Mrs Kite remains positive: "Unless they actually change the county boundary, we'll still be serving the same area, no matter how they choose to rename it."

John Authors

Tecs were invited to lead the bid, and Dorset Tec did so, boosted by government league tables which placed it first out of the 75 Tees now established, appearing in the top 25 per cent for six out of seven of the criteria covered, including cost-effectiveness and quality of provision for Youth Training and Employment Training, the scheme for unemployed adults.

It was also highly ranked for the number of Dorset companies committed to investors in People, a scheme to improve the training of people in work. Weymouth College was the first college in the country to attain the distinction, while Frizzells, the biggest employer in Bournemouth and Poole, was among the first companies to do so.

Despite this strong performance, some local employers still complain about whether or not the Tec provides genuinely useful services.

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## BUSINESS IN DORSET V

## ■ TOURISM

**Victim of its own beauty**

Lulworth Cove symbolizes the pressures of tourism on Dorset. The weird geological formations caused by the sea have made it a magnet for visitors. In consequence, the tidal erosion is matched by tourist erosion.

Almost all of Dorset's coastline is designated a heritage coast, and 1,300 sq km of the county are areas of outstanding natural beauty.

The seaside resorts, the associations with Thomas Hardy and Lawrence of Arabia, the historic sites such as Corfe Castle, draw 3.4m visitors a year. Many enjoy the county so much that they return again and again.

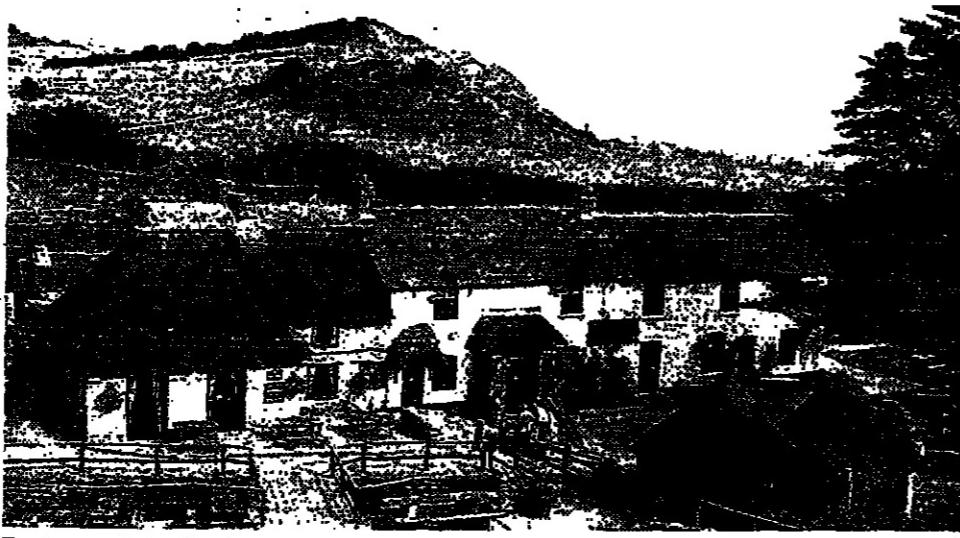
Eighty per cent of visitors to Dorset arrive by car and the dangers are clear. Improved roads to the east make it possible for Londoners to visit on a day trip.

Of the estimated 8m day trippers a year, half of them come to the Isle of Purbeck.

"It is only a matter of time before the Isle of Purbeck becomes the victim of its own beauty - unless something is done to save it," according to Mr Colin Bonsey, chairman of the Purbeck heritage committee which is co-ordinating projects to manage tourism at, for example, Lulworth Cove.

The county council gave a similar warning in its tourism strategy for 1993-1995: "Excessive tourist activity or insensitive development will damage the quality of life for Dorset's residents and will compromise the very real qualities which attract its many visitors."

Yet the industry is vital to the county, employing about 24,000 people.



Tourism, worth about £540m and employing about 24,000 people, is vital to the county Picture: Andrew Moore



Tidal erosion can be matched by tourist erosion Picture: West Country Tourist Board

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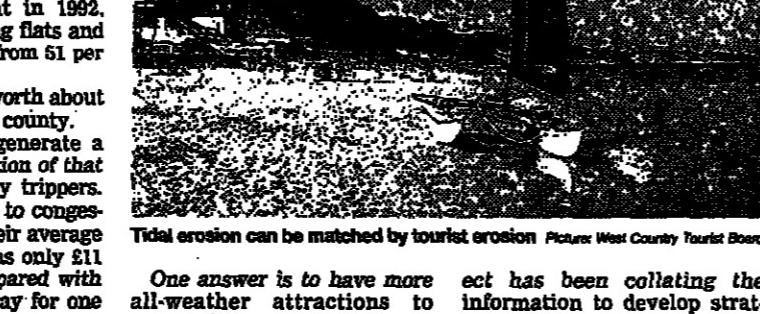
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Tidal erosion can be matched by tourist erosion Picture: West Country Tourist Board

One answer is to have more all-weather attractions to extend the season. An example is Poole Pottery, with its new factory shop, pottery tour and restaurant with a harbour view.

Bovington tank museum, which has 300 armoured vehicles, will be one of the places where there will be a plethora of activities this summer to commemorate the 50th anniversary of D-day.

Events such as these, and the tall ships race starting from Weymouth this year, help to stimulate tourism. But it is the higher spenders which Dorset needs to woo if it is to maintain its income without increasing the pressures.

A handicap in winning such trade has been that the promotion of Dorset was fragmented, with councils developing their own policies and the county split between two separate tourist boards, Southern and West Country. To improve co-operation and marketing, the county council set up a Dorset Tourism unit, and a data project has been collating the information to develop strategy.

Mr Barry Wilbraham, county tourism officer, believes Dorset needs to encourage a different type of tourist - one who wants to stay in the county and look at the heritage (which includes more than 30 hill forts and nearly 2,000 barrows).

He wants more "green", activity-based, special interest and short-break tourism inland away from the congested coast. He points out that there are 34 golf courses and planning consents for more. And he adds, "What is coming through loud and clear is that growth in income can come from overseas markets."

Dorset, despite its direct ferry links with France and relative closeness to the international gateway of London, fails to see many foreigners. Of staying visitors, only 5.8 per cent come from European countries and 22 per cent from countries outside Europe, mainly North America and Australia.

Mr Wilbraham adds: "I want to be able to offer a truly international destination where people want to come because of our rich heritage."

A Destination Dorset committee is targeting more travellers from continental Europe, and has identified Scandinavia as offering the highest potential.

One imaginative scheme to raise the international profile is a Sea Gardens project in Bournemouth. This is envisaged as a series of gardens and pavilions with shops and restaurants, linked by monorail for 2.4km along the sea front as a permanent world trade exhibition, sponsored by participating nations.

Cheshire Robbins, the project's design group, says confidently: "Sea Gardens will provide one of the largest weather-protected landscaped environments in the UK."

An existing asset for encouraging international and business travel is Bournemouth's conference centre, which has done much to extend the town's season.

The resort has a quarter of the county's hotels and more than 30,000 beds. The centre, opened in 1984 and enlarged in 1990, is in direct competition with Brighton, Blackpool and Harrogate for business. A £400,000 project this year will result in more meeting rooms.

During the recession, the centre has managed to maintain the number of events at between 46 and 52 a year - including the Conservative party conference this autumn - but it has seen fewer delegates.

Mrs Susan Davies, exhibitions manager, says: "I don't see the trend changing - companies want to get value for money. But we have found organisers are introducing more features to make them interesting - they are investing more in the conferences to attract decision-makers."

The centre has acted as a stimulus for other conference and seminar venues - 26 hotels with in-house facilities have set up a group called Conference Bournemouth. The trade could be encouraged further if Bournemouth airport's new scheduled services are successful.

Mrs Davies, pointing out that the average delegate spends £76 a day in the town, says: "The effect on the local economy of the conference trade cannot be overestimated."

Roland Adburgham

## ■ EDUCATION AND TRAINING

**Forming close links**

Education in Dorset has a proud new symbol, in one of Britain's newest universities.

But Bournemouth University, which attained its new status in 1992, has also demonstrated the problems afflicting the new universities which have been created throughout the country.

The county's further education system, which last year went through the spasm of reform known as "incorporation", when colleges were removed from county council control, is also expanding rapidly, but not without teething problems.

However, all of them are exhibiting a new entrepreneurial zeal, and forming close links with local industry wherever possible.

The university itself says in its mission statement, set in stone in the entrance hall, that it is a "vocational university". It therefore shies away from more traditional academic courses in favour of subjects more directly relevant to employers, such as public relations and retail management.

About half its students come from Dorset, while the remainder come from various locations around the country. Courses reflect the needs of the local area.

One of its specialist courses, in stonework conservation, was inherited from Weymouth where the specialist had been developed to serve local Portland quarries. The department undertakes highly complicated repairs of eroded or damaged stonework from churches.

Its courses in travel and tourism remain the most popular in the UK, and cater for a pronounced local need, with most students moving on to work in the travel industry.

The newly established Dorset Business School aims to serve local business and operates an executive placement scheme in conjunction with Dorset Tec. It will place unemployed managers, who have been jobless for at least six months, with host companies which have potential projects to be developed. The placements last three months, follow a month-long course at the business school, and could help ensure the county's

resources are used to the full as it attempts to emerge from recession.

Part-time MBAs are on offer, along with specialised qualifications in export performance and "European Enterprise Management" courses which also reflect the county's broader economic concerns.

But the university has come a long way since it was founded as the Dorset Institute of Higher Education, in Weymouth, in 1971. It subsequently became the Dorset Institute and, in 1990, was converted into the Bournemouth Polytechnic. Only two years later it was recognised by the government as a university.

Dr Bernard McManus, who guided the university through this hectic expansion, has

A survey found that lecturers felt "under stress, undervalued and under fire"

taking over as principal in 1993, resigned last month. The university's governing board differed with him over the need for further change, and suggested consolidation was in order.

A lecturers' union, Naifeh, had conducted a survey which found that its members had felt "under stress, undervalued and under fire", while the university governors said that the time was right for consolidation rather than further expansion.

Most of the work has been done, and the university now has a striking wooded campus on the outskirts of the town, a succession of bars to keep students entertained, and a ready and willing supply of accommodation from Bournemouth's hotels and boarding houses.

Bournemouth and Poole College of Further Education is a rather less glamorous institution, but it is one of the 20 largest in England and Wales, with more than 20,000 students, and is spread across several sites around the conurbation. It has more students than all the county's other further and higher education institutions put together.

It has a Services to Business section which provides consultancy for small companies, along with short courses mostly aimed at allowing new regulations or to introduce new technology. For example, foreign language training is available for telephone operators, while one-day health and safety courses cover all the recent EU directives which could affect business.

The college retains a strong public service ethic and keeps a large bank of computers and word-processors open for use by members of the public to try to improve computer literacy. Much energy goes into improving links with local businesses via the Tec and the chamber of commerce. The new Dorset Business Link should make the college more accessible for employers and most of its specialists - such as catering, and hairdressing and beauty therapy - cater for Bournemouth's services-led economy.

The county's third significant supplier of training and education for employers is Weymouth College, in west Dorset. Occupying buildings vacated by the Dorset Institute when it decamped to Bournemouth, it offers A-levels to Weymouth's 16-year-olds, as well as taking a heavy burden of vocational training.

It offers the Flexible Learning Centre, which has tailored courses for businesses, often using interactive media and distance learning - useful for employers in Dorset's rural areas where trainees might find it hard to make daily trips to Weymouth.

The college's Investors In People award, which it won in 1992, is another powerful signal of its intent to make itself as useful a tool as possible for local companies.

However, staff acknowledge that they have a hard task. Weymouth's economy is in poor health, and following the decline of the defence industry, the college itself is probably now the largest employer. It will measure its success by how many new employers it can support.

John Authers

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# PARTNERS FOR PROSPERITY

Developing Dorset's Economic Potential



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## MANAGEMENT

Ever since the 1981 UK Budget introduced the first of a series of progressively neutralising taxes on fringe benefits, the company "perk" has gradually been losing its lustre. Now, however, a new way of dealing with benefits is charging on to the corporate scene demanding attention from personnel teams.

It goes by different names in different countries. Americans refer to flexible benefits, Australians call it packaged compensation and in Britain it has been described as a cafeteria perk. Whatever the language, it refers to the optional bits that can be woven around a basic salary.

A report entitled International Flexible Remuneration, published by William M Mercer Companies, the international firm of actuaries and consultants, says that employers around the world are waking up to what until recently has been an exclusively US practice.

Some 60 per cent of US companies have adopted flexible remuneration in one way or another. Such benefits can be distinguished from what might be otherwise described as perks by their optional nature. They are substitutes for pay and therefore must be calculated within an overall compensation package.

In the US where they have become common, mainly because of tax exemptions, they would typically comprise various forms of life and accident insurance, medical and dental care and care for children or elderly parents.

Their attraction is in providing employees with a degree of choice over the direction of their pay. Even though there are no tax advantages in Britain, flexible benefits are beginning to attract interest from employers who believe they may be useful for the recruitment and retention of employees.

Promoters argue that flexible remuneration arrangements are useful for multinational companies looking for ways to manage expatriate costs. Another argument is that companies can rid themselves of the perks-driven mentality of employees who come to expect certain entitlements as a right.

The benefit for employees is that they can concentrate on channelling their pay into areas which they consider important with the employer providing some recognition and often administrative help with specific needs.

There is also a cost benefit according to Ghiny Olds, head of Mercer's flexible benefits practice in the UK. She said: "If people simply take a flat salary they cannot hope to reproduce the same benefits individually that can be obtained by their organisation which can get a group discount rate a lot cheaper than the individual could."

Originally in the US it took soaring

# An option on perks

**Richard Donkin** reports on the increasing popularity of flexible remuneration schemes



"I GET AN EXTRA £5000 A YEAR FOR GIVING UP MY EXECUTIVE TOYS."

health care costs for companies to take flexible remuneration seriously. Companies gave employees so-called pre-tax "flex credits" which they could use to pay for health benefits.

One of the first companies in the UK to introduce flexible benefits was the retailer BHS in 1990 when David Dworkin, the US schooled department store specialist, was brought in as chief executive.

Out of his US management baggage he plucked what were at the time comparatively unfamiliar ideas on flexible remuneration to give his top management more scope over the composition of their pay and benefits. What started with a scheme for 50 managers spread in April last year to all 400 managers who have company cars.

An example of how it works at BHS can be seen from the way a typical package has been arranged for a manager earning £35,000. The cash value of his benefits is £2,115. With this he can choose between one and three times his salary level in life assurance cover, from four levels of private medical care and from four levels of annual holiday entitlement between 22 and 30 days. There is also free selection of a company car. In addition, there is the opportunity to buy long-term disability insurance, an optical cover plan which subsidises contact lens purchases and eye tests, and a dental care plan.

Contractually he is entitled to a equivalent of 25 days' holiday, life assurance worth three times his salary, single cover health care and a £300 a month company car. If he wants more than that he can pay extra, deducted from his salary. If he wants less he can bump up his basic salary to the equivalent value, less the cost of holiday time. The only benefit the company insists that managers take is the minimum

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level of holiday.

Sue Matthews, BHS's human resources manager, said the packages had proved popular. She said: "It's a fairly progressive recruitment tool. To be honest, people love it."

At Scottish and Newcastle, the brewing company, a scheme was installed 18 months ago and tried initially among 70 or 80 employees with plans to extend it down through all 2,000 managers who have company cars. The scheme would allow an executive, earning say £50,000, to boost his salary to £60,000 a year by opting out of all benefits or to earn as little as £27,500 if he were to buy the optimum cover.

The Scottish and Newcastle package covers 10 separate benefits, including the company product, allowing individuals to take wines and spirits as a flexible benefit.

Both companies have steered clear of introducing flexible packages throughout their workforces, mainly because lower down the ladder there are fewer benefits, such as company cars, to play with.

Mercury Communications, however, proposes to introduce flexible remuneration for its entire 10,000 UK workforce next January after it is tried on 400 employees starting this month.

"None of what we are doing involves expanding benefits. It is simply giving people more choice," said Russ Watling, employee benefits manager.

He said the company had decided that to tailor benefits to individual needs was the best way of spreading benefit costs. Retaining and recruiting staff was another positive aspect of the scheme.

Some companies said they had consulted the Inland Revenue about the schemes but the Revenue itself said such schemes did not require overall approval. Tax would be paid on benefits in the normal way, it said. The Revenue appears reasonably ambivalent about the plans at present and has no plans to tax, say, the savings that can be achieved through a corporate rate as a benefit in kind.

Matthews cautioned companies about getting too heavily involved in administration, particularly in the choice of company cars, but said her own company's scheme was capable of being administered by a single employee.

Its use for negotiating between managements and unions remains largely unexplored, nor is it clear whether it will be a help or a hindrance to companies seeking to move towards harmonising pay and conditions among their workforce. Its popularity in the US, at least, means that the flexible benefit in remuneration can no longer be ignored.

**Martin Dickson** considers General Motors' new guidelines on the role of its board of directors

## Policy codifies power for non-executives

**I**t has been variously hailed as a "Magna Carta for US directors", a "very important corporate governance document" and a "very commendable example".

The subject of all this praise is a new, six-page document issued by General Motors after several months of hard thought and years of bitter experience. It lays down the company's guidelines on the role and composition of its board of directors.

The chief message is that power should be vested primarily in the board's non-executive directors, rather than the group's chief executive.

The guidelines thus institutionalise the dramatic changes at GM in 1992, when the board's non-executive directors ousted the then chief executive, Robert Stempel, and replaced him with Jack Smale. Stempel's position as chairman was filled by John Smale, the non-executive director who had led this boardroom revolt.

It was a remarkable change for GM. Throughout the 1980s the board had been dominated by Roger Smith, who combined the roles of chairman and chief executive. Ross Perot, a one-time board member, likened other members to "pet rocks" because of what he saw as their passivity.

Many other US companies, prodded by shareholder unrest, have made outside directors more independent of management, though chief executives still wield great power in some groups.

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Revolt: Stempel, ousted in 1992.

make the decisions on matters of corporate governance. But one of the main problems which often face outside directors in challenging chief executives is a lack of leadership. GM solves this by having the non-executives select a "lead director" to chair at least three of the special meetings a year of outside directors.

The guidelines specify no fixed-term limits for being a director - which some shareholder activists demand - on the grounds that this would reduce their contributions and their experience in the job which gives them particular insights into the company. Instead, the committee of directors will review each director's position on the board every five years.

The guidelines also avoid a ruling on whether former chief executives should be allowed to remain on the board, saying that this is a matter to be decided in each individual instance.

That may disappoint some shareholder activists, though most will find much else to cheer about in the GM code.

## BUSINESS AND THE ENVIRONMENT

### WORLDWIDE WASTE

## In pursuit of the effluent-free mill

**Christopher Brown-Humes** on the pressures forcing the Nordic pulp and paper sector to clean up its act

 At the Korsnäs pulp mill at Gävle on the Swedish east coast, they boast that the problem of industrial waste has almost been solved. A dramatic cut in effluents into the surrounding bay has brought fish back and means the water is "virtually unaffected" according to Bengt Nordin, Korsnäs' vice-president. "We have a good answer to pollution questions; we can improve a bit, but the basic job has been done," he says.

Across the Gulf of Bothnia, in Finland, the newly-reconstructed Enocell mill of the Enso-Gutzeit group has cut discharges of chlorinated organic compounds to just 90 grams per tonne of pulp produced, compared with 1,250kg in 1990 and a Nordic average of 6kg in 1986.

Successes like these have encouraged executives in the Nordic pulp and paper sector to suggest that "the totally effluent-free" mill will soon be a reality. Such a mill would not only recycle the water it uses, it would also use much less water than is consumed today.

Waste has been a more contentious issue for Nordic pulp and paper companies than for other industries in the region because of the sector's huge consumption of water, the destructive impact of some bleaching processes on the environment, and the economic importance of forestry to Sweden and Finland where it is the single biggest net earner of foreign currency. Worries about disturbing the delicate eco-balance of the Nordic lake systems and fears of aggravating the problems of the heavily polluted Baltic Sea have only added to the pressures.

According to Nils Jirvall, director of environmental protection at the Swedish Pulp and Paper Association, Nordic mills have been driven to clean up their act by the twin forces

of consumer pressure and legislation. German-speaking areas in Europe have sought tighter environmental standards in the pulp and paper industry, and driven the trend towards "totally chlorine-free" bleaching. Export-dependent Nordic forestry cannot afford to turn a deaf ear to their calls.

As a result, most Nordic pulp mills not only meet legislative requirements but exceed them. In Sweden, for example, average emissions of chlorinated organic compounds are 0.5kg per tonne of pulp produced, compared with the 1.5kg level prescribed by the authorities. Regulation is tough and has been tightened progressively to take account of technological developments.

In Finland, chlorine consumption has dropped from more than 60kg per tonne of

The emphasis has been on changing mill processes rather than enhancing the treatment of effluent

bleached pulp in 1980 to less than 10kg last year. Over the same period, sulphur dioxide emissions to the air have fallen from 104,000 tonnes to 14,600 tonnes. "Average emissions are between 7 and 10 times lower today than they were in the early 1980s," says Pertti Laine, director of industrial and environmental policy at the Finnish Forest Industries Federation.

The improvements have been achieved despite big increases in total pulp production. The emphasis has been on changing the internal mill processes, rather than enhancing the treatment of effluent. One big improvement has been to extend the pulp cooking stage, so that more of the discolouring resin, lignine, is removed prior to bleaching. Another has been to use chlorine dioxide instead of chlorine gas

in the bleaching process. Some mills have even gone a stage further, using hydrogen peroxide, enzymes and ozone to produce chlorine-free pulp.

The cost has been considerable. The Swedish pulp and paper association calculates that Swedish forestry groups have spent SKr20bn (£1.7bn) since 1971 on environmental protection. In Finland, environment-related investments are costing forestry groups between FM700m (£88m) and FM800m a year. Enso-Gutzeit alone spent FM400m on environmental measures during the FM2.5bn reconstruction of its Enocell mill.

The danger is that such big outlays will damage Nordic competitiveness during the current market recession at a time when rival pulp and paper producers in North America, Brazil and Indonesia are not investing as much on environmental protection. But, Jirvall says, "even if they don't have the legislation in Brazil and Indonesia, they still have to act on the market".

The success of the Nordic mills in cutting pollution has helped to shift the environmental debate towards forest management and recycling. But many executives believe emissions can be cut further. It is no longer a question of whether the technology is available, but whether mills can afford to install it.

The key is the removal of chlorine. Once this highly corrosive substance is eliminated from the bleaching process, it is much easier for mills to enclose their water systems and discharge no liquid effluent. This "closed cycle" concept has been embraced by the designers of a planned FM350m pulp mill at Rauma in western Finland whose backers say that when starting from scratch, the capital and operating costs associated with the latest technology are no higher than with conventional processes.

Next week: France

**I**t takes an unconventional man to rescue a nation's wildlife from the clutches of ivory poachers, smuggling syndicates and real estate barons. But last month, Richard Leakey broke with all convention by doing something unheard of in Africa. He resigned from a government post on a point of principle, and he did so publicly, challenging the wisdom of new presidential directives on wildlife management in Kenya.

Leakey's stormy exit from the Kenya Wildlife Service (KWS) dismayed conservationists at home and abroad. It has also shaken the Kenyan establishment, which had been trying to project a cleaner international image after the corruption scandals of recent years.

To foreign donors, Leakey represented the new face of public service in Kenya. He was a man who had taken over a corrupt and discredited government department in 1988 and transformed it into a dynamic entity, with the freedom to cut through red tape and resist political interference. Leakey sacked 1,640 staff, re-introduced a shoot-to-kill policy against game poachers, and campaigned for an international ban on ivory.

Pictures of President Daniel arap Moi setting fire to pyres of captured elephant tusks broadcast to the world Kenya's renewed commitment to the protection of wild animals. Leakey helped Kenya's rich wildlife, which underpins a tourist industry worth \$450m (£300m), a year, could be managed in a profitable and sustainable manner.

Donors, including the World Bank and Britain's Overseas Development Agency, backed his plans by pledging \$300m for KWS projects over the next 10 years.

Leakey's acrimonious departure has left Moi's government with a public relations disaster. Noah Katana Ngala, the tourism and wildlife minister, called Leakey's resignation a "criminal act by a senior civil servant".

Donors must unravel a knottier issue: they must decide whether the funds pledged for conservation are safe from political predators. The omens are not good. Over the past four years, Leakey says, he withstood the attempts of "land-grabbing" politicians to appropriate chunks of Kenya's wildlife sanctuaries to develop hotels or mining concessions. He believes their fall may lead to a smear campaign.

In January, Leakey stood accused of racism, arrogance and corruption, and he faced a secret government probe into the workings of KWS. He left his post in January, was recalled by the president in March, and resigned again two weeks later, saying the government had placed impossible restrictions on the director's job. He cited only two of the new directives. Armed

rangers of KWS anti-poaching units were to be placed under the authority of the Commissioner of Police. "I foresaw problems," Leakey says. "If you have two units carrying arms, patrolling the area the size of Northern Ireland, who is the boss?"

Leakey also says he was ordered to spend 75 per cent of KWS resources outside national parks, on the novel reasoning that three-quarters of Kenya's animals live outside protected areas. "Our aim was to manage wildlife in key tourist destinations because tourism is the biggest foreign exchange earner in Kenya," he says. Leakey concluded that the KWS dream of a "self-financing, efficient, and effective, publicly owned, but independent conservation authority" was not viable.

However, Hillary Ng'weno, chairman of the KWS board of trustees, insists there has been no change in KWS policy. He says the board is discussing the recommendations of the government's probe committee - more than 100 of them - not all of which might prove feasible.

Ng'weno does not appear to lament Leakey's departure. The chairman conspicuously failed to come to Leakey's defence when he was under attack for racism and indifference to the needs of commun-

ities bordering game reserves. "If one man wants to take credit for everything KWS does, he should be prepared to take the blame for its failures," Ng'weno says.

The rift between the two men appears to have become deeper after an air crash in September which cost Leakey both his legs. Ng'weno says the board played a more active role during Leakey's convalescence abroad. They were unhappy with the high salaries of certain senior managers, who nevertheless appeared unable to act without their mentor. "Leakey's stewardship was faulty in that it didn't distinguish the captain from the ship," Ng'weno says.

Y et this fusion of identity worked to the government's advantage while Leakey was fund-raising abroad. With \$300m pledged towards conservation in Kenya, it appears that Leakey had outlived his use. Like others before him, he was discarded by Moi. The World Bank, which had earmarked \$60m for wildlife management in Kenya, is concerned about the upheaval to KWS. "We felt the project was progressing well under Leakey's stewardship," says Agi Kiss, a World Bank official.

It is, however, difficult for donors

writing information "important to its understanding of the business" in advance of its meetings.

"As a general rule, presentations on specific subjects should be sent to the board members in advance, so that board meeting times may be conserved and discussion time focused on questions that the board has about the material."

The board should be responsible "in fact as well as procedure", for selecting its own members (rather than leaving this to a chief executive, who might fill positions with his friends).

GM has also established a committee of director affairs, which is responsible for assigning board members to its various other committees (such as audit, public policy and compensation). It must also report annually on the board's performance, and review areas of the business where it could make a better contribution.

Once a year the outside directors must evaluate collectively the performance of the chief executive and their opinion will help the board's compensation committee set pay for the position. The chief executive must report to the board annually on succession planning and management development.

The guidelines specify no fixed-term limits for being a director - which some shareholder activists demand - on the

## ARTS

Television/Christopher Dunkley

# Never mind the broadcast quality

**T**he number of new series arriving on television keeps on increasing as the number of channels grows and, more important, as series get shorter. Unfortunately, the amount of talent available remains static.

In Britain, television used to rely on gifted people to come up with good programme ideas – so talent was crucial. American practice is far more hard-headed as the networks commission material from programme makers and impose tight quality controls. If you do not get a gag a minute into your situation comedy, then somebody else will talent-schmaltz. You work to a formula designed to achieve a given rating and if you fail there are plenty of wannabes behind you.

Although there is still much talented material on British television, more and more broadcasters seem to be setting off down the American road. Take the BBC's series *Do The Right Thing*, now screened on Saturday nights. We are told that it is made under licence from Brazil, where the idea of viewers phoning in to vote on the moral commandments in a brief soap drama is a huge success. Whatever its origins, there is no mistaking that the British version is in several respects a hybrid.

It is like a cross between *Blankety*

*Blank* and the Ten Commandments. Presenter Terry Wogan wanders around, joshing (I think that is the word) with a panel of minor "celebrities", just as he did on *Blankety Blank*. But this time he is asking ethical questions in the hope of getting a funny answer. This is more or less ensured because the only resident panellist, Frank Skinner, is a comedian.

At several stages in the filmed vignette the studio audience is invited to "vote with your feet", taking "Yes" seats to the left and "No" seats to the right. Should the man

### 'Do The Right Thing' manages to combine all of television's favourite populist forms

have an affair with his stepdaughter? Vote with your feet (and please nail about in the middle or it looks very unconvincing).

The end of the story viewers are urged to phone in and vote. Thus the show manages to combine all of television's favourite populist forms: soap opera, quiz, comedy and chat show, with a phone-in thrown in. It is hard to imagine anything working more astoundingly to a formula. *Do The Right Thing* reduces moral problems to the level of mindless pugilism and if the BBC really suggests that this is part of the "Himalayan option" – the high ground of broadcasting which they claim to be seeking – then heaven preserve us from the lowlands.

Of course the prescriptive system can work, if by "work" you mean achieving a consistent level of entertainment and a given rating. Many formula-based American series are impressive, from *M\*A\*S\*H* and *Cheers* to *Donahue* and *Colombo*. Nor is creation to a strict precept a guarantee of poor quality in British television. BBC1's new Sunday evening comedy *Am I Misbehaving?* takes Peter Davison, who was so good as one of the adulterers in *A Bit Of A Do*, and turns them up as two sides in an adulterous parallelogram. To be precise adultery has not

yet been achieved, but that is what the series is all about, and since the writer is Roy (*Last Of The Summer Wine*, *Open All Hours*) Clarke, the absence of adultery is funnier than its presence. It would be no great surprise if the wronged partners became the first to do the deed.

ITV's newish Thursday comedy, *Outside Edge*, is even more of a known quantity, having started life as a stage play and then been adapted as a television drama.

Author Richard Harris is now proving that with a little stretching and augmentation his material – primarily two couples involved in a scratch cricket team – can make a highly entertaining series. It lacks the drive and inventiveness of a *Fawlty Towers* but the characterisation (the Dervishes played by Robert Daws and Brenda Blethyn: "Look, love you Miriam, fair enough? Okay, fine", and the Costelloe played by Josie Lawrence and Timothy Spall: "Dontcha just love him? I'm gonna give him a right seein' to when I get him home") is splendidly enjoyable.

The awful fact is that not only does the formula system often produce entertaining material, but talent, even in people who do have good ideas, can often go wrong. The series, now running on Friday evenings on BBC2, *From A To B: Tales Of Modern Motoring*, is made by Nicholas Barker, following his weird series about domestic taste, *Signs Of The Times*. There is a formula of sorts behind both these series, but it is entirely Mr Barker's.

In the motoring programmes we again have striking photography, interviewees speaking to camera so fluently that they sound rehearsed, conversations which are as artificial as dialogue in a play, with participants waiting for one another to stop before they speak, and technically astounding footage. Goodness knows where some of the camera mountings have been for the in-car sequences.

The trouble is that with no reporter or even voice-over we have no way of knowing whether we should take this seriously or – as I suspect – treat it largely as a piece of tongue-in-cheek fiction.

The most striking example of the non-American approach in the past week, however, was *Curse Of The Firebrace* in the brief Arena Relics series. Here was a truly individual



Josie Lawrence teams up with Timothy Spall in the highly entertaining series 'Outside Edge'

vision if ever there was one; an account of a man trying to carry the giant shield of Atahualpa, the sun god, across a forbidding landscape to Lima, all shot as a pastiche spaghetti western.

The pastiche was superb, with striking compositions of man, man-made object and landscape that were often better than the originals

by Sergio Leone and Clint Eastwood. If there is an Oscar for location finding this film should win it hands down; the Bolivian scenes (standing in for Peru) in mountain and desert were quite astounding. The trouble was that what little story we got was thin and unlikely, and writer/director Paul Grubel Lee clearly had nothing else to say. He was just knocked out by the *mise-en-scène*.

Successful non-formula programmes by talented people are few and far between and, as more television channels demand increasing quantities of "product", they will seem even fewer and further between. They will, however, continue to set the standard by which everything else is judged.

## Music

## Lazarev's bold strokes

**T**he Barbican has played host to the BBC Symphony and to Alexander Lazarev, their "principal guest conductor" since 1992 (and Bolshoy director since 1987) twice in the last fortnight. Some of us are just now realising what an excellent choice the BBC has made. The orchestra itself sounds fully persuaded, for it was on strong, distinguished form for both concerts: acutely sensitive to Lazarev's overall intentions, grateful to take expressive advantage of the breathing-space he makes for solo voices.

This second Lazarev concert repeated the format exactly; only the actual music was different. Instead of a symphony by an obscure Georgian in late middle-age, he introduced one by an obscure 74-year-old Muscovite; instead of Shostakovich's precious First, we had his stark, sombre Sixth; and the virtuoso concerto this time was Prokofiev's no. 2 for violin. The proud soloist was Dmitri Sitkovetsky, forceful but perfectly *soigné* as is his wont.

The conductor's big test came at last with Shostakovich's fraught Sixth (1939). But it was scarcely a "test". Lazarev established his musical authority in it at once, so one just sat back to appreciate how he would develop it. Severely contrapuntal, mostly dark despite some all-out shrieks, the Sixth is no easy showpiece. Organising its broad paragraphs and the troubled longer argument that contains them is work for a musician rather than a showman. Lazarev set about it with urgent, expert sympathy and unforced purpose, and the result left a deep impression.

In a few places Shostakovich's score rises to desperate screams. Each time, Lazarev had made us feel the relentless musical pressures that justify them – but he rushed nothing, allowing the music to accumulate its own anxious weight. The BBCSO played superbly, from piccolo (much favoured here) and first flute down to the impeccably alert timpanist. The ensemble writing was as pointed and telling as a good chamber team could boast. Was that due to extra rehearsal time, or a special Lazarev knack?

As for Nikolay Karetikov's Symphony no. 4, Lazarev was (shall we say) nice with it. In 1983 it must have been a brave, defiantly unacceptable Soviet essay in Schoenbergian writing. Now its expressive convolutions sound honest and plain, never unmusical, but sedulously beholden to the Viennese master – too much like an earnest, belated homage to an ideal that had already been taken much further and more fluently by Western schools.

Karetikov is a long-respected composer of Soviet film music (like Sofia Gubaidulina), with a keen dramatic ear. This performance made me want to hear more of his earlier "acceptable" music, and his most recent pieces – but I suspect that his transitional work should remain decently hidden away, like anybody else's private crises.

David Murray

Dance/Sophie Constanti

## Head-banging with the Cholmondeleys' Metalcholica

**L**ea Anderson's new show for The Cholmondeleys, *Metalcholica*, features two customised motorbikes, seven women clad in skin-tight bikers' gear, and a rock/thrash guitar score that is effervescent fun for about 20 minutes but soon lapses into terminal, head-banging monotony.

Anderson's choreography – smoothed, rather than matched or instigated by Drostan Madden's music (played live) – is the usual Cholmondeleys-styled amalgam of lumpy pedestrianism, filigree gesture and occasional bursts of energy harnessed in neat, rhythmic geometry. And here, as in previous works, Anderson skilfully teases her vocabulary into phrases and patterns based upon a chosen theme and its associated images.

*Metalcholica* is fashioned as a road movie in which each Cholmondeley is a rebel without much of a cause or

corse, but manages to turn the desire for freedom, independence and escape into a full-time, dead-end job. Having taken to the road – metaphorically at least – the women spend much of their time gently gyrating under dusty, purple skies, and

*Anderson conjures up scenes of lonely fantasy and misadventure*

slumping into each other's arms after a heard but unseen accident on an imaginary highway.

As one of the two women in possession of a bike, Gaynor Coward discovers that hers needs fixing. So, after much pedal-pumping, she retires to a downstage corner to dismantle (and, more impressively,

reassemble) the Honda – an operation which takes up most of the evening. At intervals, Coward down tools and joins her road mates in bilious pursuit of a fancy free existence.

Assisted by Anthony Bowrie's lighting and Sandy Powell's costumes, Anderson conjures up scenes of lonely fantasy and misadventure in the barren, open spaces of the wild west. Mute impersonations of rock stars (generic rather than particular) offer the cast further opportunities to throw on shades, peaked caps and the obligatory fringed, studded leather jackets. That *Metalcholica* is peppered with fragments of Anderson's earlier creations – the scintillating figures of *Flesh Wreck*, the crawling insects of *Flesh And Blood*, the truncated mapping of faces and bodies in *No Joy*, and the hints of alchemy from *Precious* – comes as no surprise. For the show marks the

Cholmondeleys' 10th anniversary and, as you might expect, Anderson has chosen to celebrate the decade by encapsulating what she has learnt and developed.

Ironically, the Cholmondeleys' line-up includes three new recruits –

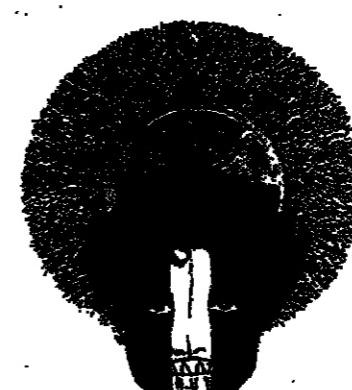
### The more expansive quality of their movement adds a vital ingredient

Ragnhild Olsen, Angelique Wilkie and Michelle Levi – making their debuts in *Metalcholica*. Unlike the original members – Anderson, Teressa Barker and Gaynor Coward – Olsen, Wilkie and Levi have not been part of the Cholmondeleys' history and have not yet absorbed the quirks of Anderson's choreography.

But the more expansive quality of their movement adds a new and vital interest to the natural introversion of the Cholmondeleys' style.

Olsen and Levi, tall and long-limbed like Alexandra Reynolds (who joined the company in 1989), also provide a physical contrast to the three shorter, more compact women. And although they seem to drag their heels against the speed of Anderson's more tortuous arrangements, they illustrate the kind of upper body stretch which, previously, only Teressa Barker could make visible.

As the Cholmondeleys grow older, their need for change and transformation becomes increasingly urgent; we know who they are and what they do, and it is all too familiar now. In *Metalcholica*, Anderson makes sure they die young, but what good is that if we have not yet seen them live fast?



The Place Theatre until April 9, then touring.

## ARTS GUIDE

Monday: Berlin, New York and Paris.

Tuesday: Austria, Belgium, Netherlands, Switzerland, Chicago, Washington.

Wednesday: France, Germany, Scandinavia.

Thursday: Italy, Spain, Athens, London, Prague.

Friday: Exhibitions Guide.

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MONDAY TO FRIDAY  
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NBC/Super Channel: FT Reports 1230

FRIDAY  
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SUNDAY  
NBC/Super Channel: FT Reports 2230

Sky News: FT Reports 0430, 1730;

PEOPLE

## INTERNATIONAL ARTS GUIDE

## ■ BONN

Opera: Tonight, Sat, next Tues: Dennis Russell Davies conducts Gian-Carlo del Monaco's production of *Les Contes d'Hoffmann*. Tomorrow: Keith Olsen in title role. Tonight, Sat: Valery Panov's production of Prokofiev's *ballet Cinderella*. Mon: song recital by Larisa Shevchenko and Alexey Steblansky (0228-773667).

## ■ COLOGNE

Philharmonic: Tomorrow: Herbert Mogg conducts Philharmonia Hungarica and the ensemble of Munich's Gärtnerparktheater in a concert performance of Oscar Straus' operetta *Ein Walzertraum*. Fri: Christoph Prückl conducts German Youth Orchestra in works by Richard Strauss and Mahler. Sat: Mariana Lipovsek song recital. Sun: morning, Mon and Tues evening: James Conlon conducts Gürzenich Orchestra in Busoni and Bruckner, with violin soloist Frank

## Weigle conducts Dresden

Philharmonic Orchestra in works by Elgar, Bruch and Shostakovich, with violin soloist Igor Oistrakh (0351-486 6666).

## ■ FRANKFURT

Alte Oper: Tomorrow: Jerzy Kwieciński conducts Sinfonia Cracoviensis in works by Lutosławski, Szymborski and Chopin, with piano soloist Janusz Olejniczak. Sat: Krzysztof Penderecki conducts Sinfonia Cracoviensis in works by Penderecki and Shostakovich, with viola soloist Yun Bushmat. Tues: Manfred Honeck conducts Wiener Philharmoniker in works by Stravinsky and Beethoven, with pianist Radu Lupu. Next Tues: Lionel Hampton and Big Band (069-360 1240).

Oper: Sylvain Cambreling conducts Herbert Wendl's staging of Bartók's *Duke Bluebeard's Castle*, with Hank Smit and Katherine Cieslinski. Sun: Hans Zender conducts first night of Veit Volkert's new production of Peter Cornelius' comic opera *Der Barbier von Bagdad* (in repertory till May 13).

Tues: Cambreling conducts Ensemble Modern in works by Varese (069-236061).

English Theater: *Kaisersstrasse*. A new production of Arthur Miller's 1951 play *The Ride Down Mount Morgan* can be seen daily except Mon (069-2423 1820).

## ■ GOTHENBURG

Konsertshuset: Fri evening, Sat afternoon: Ottmar Suitner conducts

Gothenburg Symphony Orchestra in works by Mozart and Beethoven, with piano soloist Maria Tipto (031-167000).

Stora Teatern: Fri, Sat: The Russian Story, ballet by Robert North with music by Tchaikovsky and Shostakovich. Sun: first night of new production of Poulenc's *La Voix humaine*, with soprano Elisabeth Erikson (031-131300/031-136500).

## ■ HAMBURG

Staatsoper: Tonight, next Tues: Il trovatore. Tomorrow, Sun: Le nozze di Figaro. Fri, next Wed: L'elisir d'amore. Sat: Ariadne auf Naxos.

Sun morning, Mon evening (In Musiktheater): Christian Thielemann conducts Brahms' Second Piano Concerto (Stefan Vadja) and Fourth Symphony (040-351721).

## ■ HELSINKI

Finnish National Opera: Berlin's Deutsche Oper gives guest performances of Tannhäuser on Sun and next Wed, with a cast headed by René Kollo, Sabine Devi and Karin Armstrong. Rafael Frühbeck also conducts the Orchestra of the Deutsche Oper in works by Haydn, Hummel and Strauss next Tues (040-30 2211).

## ■ LEIPZIG

Gewandhaus: Tomorrow, Fri: Dmitri Kitajenko conducts Gewandhaus Orchestra in works by Rimsky-Korsakov, Prokofiev and Tchaikovsky, with violin soloist Michaela Pastushet Netel. Sun: MDR Chamber Philharmonic plays

Konsertshuset: Fri: Thomas Sanderling conducts Johannes Schaaf's production of Rigoletto, with Wolfgang Schöns and Catriona Smith. Fri: Béjart's choreographic version of Die Zauberflöte. Sat: Ernst Krenek triple bill of one-act operas. Sun: Der Rosenkavalier with Ellen Shade and Helmut Berger-Tuna.

Mon: Don Giovanni. Tues: Achim Freyer's production of Der Freischütz (0711-221795).

■ STOCKHOLM

Royal Opera: Tonight: Suppé's

opera *Boccaccio*. Tomorrow, Sat, next Wed: Doctor Glass, new two-act opera by Arne Melinås, libretto by Björn Hakansson after Hjalmar Söderberg's novel. Fri, next

## Edward Mortimer

**Is the nation-state obsolete?** This seemingly academic question is in fact highly topical. Many of the arguments for regional integration, in north America as well as in Europe, start from the observation that economic life can no longer be organised effectively within the borders of a single state. If citizens are to have any chance of regulating economic behaviour successfully, they need transnational rules and supra-national institutions to do it.

Yet the nation-state remains the only form of political authority that most people can relate to emotively. In recent years some 20 new nation-states have emerged, as the former multinational states of Yugoslavia and the Soviet Union broke up. Obviously the people founding these new states often at a terrible price in human suffering, do not believe the model is obsolete.

I have a theory to explain this paradox: the nation-state does still have a vital role to play in the world, but no longer the same role that it had in the past.

For 200 years, from the 18th to the mid-20th century, the nation-state was an engine of modernisation. Around the time of the French Revolution it became obvious that states could be more successful and powerful if they mobilised the energies of their subjects by treating them as citizens. People began to believe that the state was there to serve them, not the other way round. The state should be the expression of common interests, and a common identity, shared by all its inhabitants, together they formed the nation, to which the state belonged.

Clearly this idea has a lot to do with democracy. It also has a lot to do with mass education, and with various other phenomena which we associate, rightly or wrongly, with progress and modernity - notably the formation of an effective, highly-motivated fighting force. In schools and armies and other mainly state-run institutions people from different parts of a country got to know and understand each other, to speak and read a generally intelligible version of their national language, to think of local dialects, to think of themselves as a nation with

## Identity to cling on to

### In a world of dissolving states, nations matter more than ever

common interests to defend.

Political parties, trade unions, lobbies all developed with the main goal of steering the nation in one direction or another, through control of or influence over the state. In response, the state intervened in more areas of life, acquiring control, even ownership, of larger shares of the nation's wealth.

People who didn't belong to such a nation, or who felt that they belonged to a nation that lacked its own state, or to a nation whose state did not include them, seemed to be

### In Africa and the ex-communist bloc statehood has simply failed to deliver the goods

missing out on modernity and its benefits. They were easily persuaded to follow nationalist leaders who offered them membership of a nation-state as the ticket to participation in the modern world.

Thus for 200 years or so the nation-state was one of the main agents of modernisation and modernisation strengthened the nation-state. But sometime between 1945 and 1980 the nation-state peaked. Modernity became global. Today all the processes of modernisation cut across state frontiers, and tend to erode rather than reinforce the state's grip on the lives of its citizens.

The instantaneous transmission of images and information around the world has resulted in capital movements of such speed and volume that the notion of a national economy has become

virtually meaningless.

The information revolution has also created a global mass culture, and has made political debate harder to contain within state frontiers.

Industrialisation has reached a point where it creates environmental problems that have equally little respect for frontiers.

In the industrial world the state became overloaded. It is no longer able to fulfil all the demands its citizens make on it without taxing them more. And it can no longer guarantee employment to unskilled workers at the wages they expect, given the growing competition from capital-intensive technology at home and low-cost labour abroad. It has begun to retreat.

In parts of the ex-colonial world - Africa, especially - and now in much of the ex-communist world as well, statehood has simply failed to deliver the goods. First it failed economically, by applying controls which stifled free enterprise, and now it is failing politically too. Even where states still physically control their national territory, in the sense of eliminating armed rebellion, they often cannot provide basic social services, or even the physical security which is their primary reason

for existing. The standard price of beer in London is now about £1.80 in some pubs, a pint can be bought for 85p or less.

The latest available data suggested that Carlsberg, the Danish brewer, had a fifth of its worldwide sales in the UK but more than half its profit.

Stella Artois, the Belgian lager, is advertised in the UK as "reassuringly expensive". Last summer, the British supermarket chains Tesco and Sainsbury started importing Stella from France and sold it 25 per cent cheaper than the UK-produced version.

Though the brewers would contest some of the details, none would deny they have a problem. The issue is not one of excess profits. It is not even the brewing lobby would argue - the high level of UK duty on beer. It is more a question of whether the British system of distributing beer through pubs mostly owned by the brewers is proving more expensive than drinkers will bear; and if so, what the brewers can do about it.

Pubs, certainly, are at the heart of the problem. According to one big brewery chief, the real price he charges for a barrel of beer from his brewery has been falling steadily for the past 15 years. Through that time, the real price of a pint in his pub has been rising. His breweries have become steadily more efficient; but as an economist might put it, his productivity in services has failed to keep pace with his productivity in manufacturing.

But if pubs have failed to modernise, supermarkets are another matter. The real price of canned and bottled beer sold in supermarkets and off-licences has been falling for many years and consumption has risen accordingly. As a result, the share of the beer market sold through the off-licence trade has risen, while the pub share has fallen.

Nevertheless, pubs still account for around 75 per cent

of the beer drunk in the UK. In an international context, this remains a high figure. That fact undermines another argument often put forward by the brewing lobby: that the price of a pint before duty is lower in the UK than in any other European Union country except Portugal. That is only partly relevant. A glass of beer in a French or Italian bar is expensive, but does not represent the typical price of beer in those countries. Draught beer accounts for only 16 per cent of consumption in Italy and 24 per cent in France.

The inefficiency of the pub network as a way of distributing beer does much to account for the high UK profitability of Carlsberg in the 1980s. Beer prices in pubs are set by the big integrated operators, such as Bass and Whitbread, which need to cover the cost of their pubs as well as their breweries. A pure brewing business such as Carlsberg, which owns no pubs, can charge the same prices and pocket the difference.

Even in the off-licence trade, the case of Stella Artois suggests UK prices can be excessively high. The UK brewers insist that net of duty, the price of off-licence beer is the same around Europe. But a number of continental lagers, such as Kronenbourg and Grolsch, are dearer in the UK.

As the industry points out, discounting is not a wholly new phenomenon. One brewing chief says that, at any time in the past 20 years, he could have visited any town in England and found a pint of beer at half the price being charged in another establishment down the road. But, he concedes, there is a difference. In the old days, the cheap pint would have been in the working man's club or Conservative Association, both of which would have had charitable or non-profit-making status. Now it is in a rival pub.

Some reasons for this are technical. Since the government acted in 1989 to loosen the brewing tie, more pubs are free rather than tied houses, and are thus in a stronger position to negotiate terms with the brewer. Also, as another brewing chief remarks, in the old days promotional discounts and "happy hours" were an invitation to the manager to fiddle the books. Now the brewery can use electronic point-of-sale equipment to keep an eye on him.

There is a more fundamental

reason. As Mr Peter Jarvis, Whitbread's chief executive, argues, the consumer climate of the 1990s is one in which people are proud to seek out lower prices. The pubs which offer pints of beer at 85p may sell only a tiny proportion of their beer at that price, but it is a powerful means of getting people through the door.

A striking instance of this is the small London-based pub group, J D Wetherspoon. Its pubs currently promise a pint of Guiness or Courage Director's Bitter cheaper than the take-home equivalent from Tesco or Sainsbury. This ought to be commercial suicide, but since Wetherspoon was floated on the stock market 18 months ago, its share price has more than doubled, far outstripping the big brewers, or Tesco and Sainsbury, for that matter.

Given the earlier argument about pubs being the root of high beer prices, this might seem paradoxical. There are two explanations. First, the decline in beer consumption has left the brewers with manufacturing overcapacity, so that they are eager to cut their own throats for extra volume.

Second, most of the brewing industry still operates a type of vertical integration which in most other industries would seem quaint. Manufacturers of bread, soap or cigarettes would no longer contemplate owning the shops which sell their products. The fact that UK brewers still do owes much to the historic and cosy effect of the brewing tie. In turn, much of the instability now afflicting the industry results from the process of sorting out who shall brew the beer and who shall own the pubs.

In the meantime, the reaction of consumers to the high costs of the integrated system means that the number of pubs is likely to keep on shrinking - the industry says by a further 10,000 in the next few years from a total of about 60,000. These will mostly be the small, uneconomic pubs which rely wholly on tied business from the brewery, or old-style breweries selling little other than drink to a male clientele.

To justify the capital tied up in the remainder, the brewers will have to work their assets harder. Increasingly, the new-style pubs will base much of their business on offering an afternoon cup of tea, a playground for the kids, and better food than the local restaurant. Some of them may cease to be recognisable as pubs in the process. In the end, that may be the only way the brewers can justify their prices.

Tony Jackson asks if inefficient pubs, owned by brewers, are increasing the price of British beer

## A bitter twist to the bar-room tale

### UK beer: comparing the grape and the grain



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There is a more fundamental

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL  
Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution.

### Slaves to outmoded fashions

From Mr Andrew Dyke.

Sir, Trevor Harvey (Letters, March 30) is right to point out the dangers of current practice in building society governance. Too many societies have embarked on policies which do little for their members but much to demonstrate the incompetence of their management.

Slavish adherence to such already outmoded management fashions as delayering has resulted not only in the appalling standards of service evident in so many branches of the larger societies but - worse - in a lack of middle management capable of reacting on the ground to the opportunities that the fast-changing housing market will present during 1994. This will mean that many societies lose market share as they fail to take advantage of the improving mortgage market.

All this has come about because societies have pursued the cult of personality to a point where their charismatic but inept chief executives are able to force muddle-headed policies through weak boards which are, as Mr Harvey points out, effectively accountable to no one.

There will be tears in the building society world ere long, and those who have allowed the societies to become unaccountable will largely be responsible.

Andrew Dyke,  
Andrew Dyke & Associates,  
40 Camdon Road,  
Winchmore Hill,  
London N21 3NX

### A cure for Russia's ills that is marred by errors of analysis

From Professor Padma Desai.

Sir, Jeffrey Sachs (Personal View, March 30) is right to point out the dangers of current practice in building society governance. Too many societies have embarked on policies which do little for their members but much to demonstrate the incompetence of their management.

Wildly improbable demands for aid, matching substantial "shock-therapy" targets to slash the Russian budget deficit swiftly and sharply (as announced and attempted in early 1992), have been the hallmark of Sachs's failed approach. The assertion that only an immediate and huge commitment of \$28bn will work in Russia is a reflection of that fallacy. A gradual but firm attack on budget deficits, matched by smaller external support that is increased as

Russian stabilisation efforts are seen to be credible and gathering momentum, is surely more realistic.

Indeed, the greater cohesion of the Chernomyrdin administration and the prime minister's recent reformist decisions make this a credible policy scenario.

Sachs chastises the International Monetary Fund for rejecting his view that only a fixed exchange rate anchor (supported presumably by a huge aid commitment) would work in stabilising Russia financially. But he fails to persuade. Despite his contrary assertion, the evidence on the question is mixed. The IMF is correct in arguing that domestic financial discipline is the critical problem: fixed exchange rates will not guarantee it and, combined with indiscipline, will leave Russia hopelessly indebted as the

larger aid sums are dissipated.

Sechs blamed the Chernomyrdin government by politically siding with the Gaidar-Ryndorov group and attacking Chernomyrdin in the media in fiercely undiplomatic ways when it was widely assumed that the former group would win power in the December elections. He has alienated the IMF, whose policies he has roundly attacked and whose managing director he has called upon to resign.

He would now like the G7 to impose his inappropriate agenda on Russia. The G7 can do no better than to say: no thanks.

Padma Desai,  
Gladys and Roland Harriman  
professor of comparative  
economic systems,  
Columbia University,  
New York, NY 10027,  
US

### Speedy and realistic transport policy

From Ms Sarah Lees.

Sir, I would agree that Philip Robin's proposal (Letters, March 22) to reduce top speed on the roads to 50mph would have an immediate impact. Carrying capacity of Britain's roads would be dramatically reduced and would seize up on many critical stretches.

May I suggest that the quickest way to promote a realistic

transportation policy would be to put all politicians on public transport for a week, removing all access to private transport and parking privileges.

One might also look at the

logic of granting a lifelong driving licence from the age of 17 which does not include assessment on a motorway. If drivers were re-tested annually, an advanced driving licence for motorways and main arterial roads were required, and the minimum speed limit on such roads were raised, it could reduce the number of vehicles and increase the carrying capacity of our present main networks.

The cost to the individual would be insignificant compared to the current costs of maintaining and running a car.

I have been told that annual

re-testing of drivers is political

sacrifice, but some may argue

that our countrymen and

women are not.

The environmental impact of

increased fuel consumption at

the higher average speeds

would be offset by the reduction in consumption idling in traffic jams on the same journey.

Sarah Lees,  
Cockshoot Farm,  
West Wycombe,  
High Wycombe,  
Bucks HP14 3AR

### Mitterrand political review betrays 'intellectual laziness'

From Dr Alastair Cole.

Sir, Ian Davidson's review of my book, *Francis Mitterrand: a study in political leadership ("English enigma and French polish")*, March 17, is misleading and dishonest. His tone illustrates *mauvaise foi* and intellectual laziness.

He reproaches me for not writing a journalistic political biography. I state in the preface that this is not the objective of the book, which is primarily aimed at an academic audience. My book attempts to adopt a different approach

which should be criticised on its own terms, not dismissed out of hand.

Davison reveals a shaky

grasp of French politics and a

simplistic understanding of

the events in question. He contends: "The simple truth is that the Socialist party factions, which he [Mitterrand] had originally created to divide and rule the party, automatically turned into feudal baronies fighting for the succession, once Mitterrand had been re-elected and was therefore a lame duck." This is rubbish.

A second blatant misrepres-

entation relates to the eco-

## FINANCIAL TIMES

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Wednesday April 6 1994

## An agenda for tax reform

Today marks the start of the new tax year in the UK, with attention focused on the politics of extending value-added tax to domestic fuel and power. But the VAT rise is only one of a series of tax changes to raise revenue, which comes into effect this year. Fiscal tinkering is back in vogue – and the tax system is becoming more complicated and less transparent as a result.

One symptom of this is the proliferation of taxes. In the November budget, Mr Kenneth Clarke introduced new taxes on insurance premiums and air travellers. These will eventually raise almost £100m from activities previously outside the tax net.

It is all sadly reminiscent of the ingenious wheezes to raise revenue devised by Mr Harold Lever, Chancellor of the Duchy of Lancaster in the last Labour government. These expedients were supposed to have been swept away by the Conservative tax reforms since 1979. When Lord Lawson was Chancellor, he delighted in abolishing taxes such as the investment income surcharge and the national insurance surcharge. The creation of new taxes is a regrettable U-turn against simplification.

So, too, is the addition of extra rates of income tax. Chancellor Lawson's 1988 budget replaced the sliding scale of higher rates with a simple two-tier structure based on a 25 per cent basic rate and a 40 per cent higher rate. In 1992, Chancellor Lamont introduced a third, lower rate of 20 per cent. This has already complicated tax matters, requiring pensioners and other low-income savers to reclaim some of the tax deducted from their investment income at the basic rate. Extra tax staff have been needed at the Inland Revenue to handle the complications.

Last year the tax credit that comes with share dividends was reduced from the basic rate of 25 per cent to the 20 per cent lower rate. This saves the Treasury £1bn.

## Tough for Turks

Mrs Tansu Ciller's appointment as Turkey's prime minister in June 1993 appeared to herald a radical policy shift to correct structural flaws in the country's inflation-prone economy. In fact, by offering no more than palliatives during her first six months in office, Mrs Ciller greatly contributed to the economic crisis that erupted with the 12 per cent devaluation of the lira in January.

Yesterday, after a two-month lira slide and mounting public sector liquidity problems, Mrs Ciller finally faced reality with an extensive austerity package. This programme, including tax increases and closures of loss-making state enterprises, is tougher than expected. Yet it is the minimum necessary to subdue overheating and calm anxiety among foreign creditors. Turkey plans to enter a full-scale customs union with the European Union in 1995. If the country's generally efficient private sector is to hold its own against European competition, steps to reduce the rampant cost of the Turkish public sector are inevitable.

Partly reflecting Mrs Ciller's refusal to take remedial action earlier, she is exposed to a difficult combination of circumstances. Her room for economic policy manoeuvre is constrained by the cost of mounting an internationally-criticised military clampdown against the Kurds.

## Touts out

Ticket touts, along with gypsies, squatters and new age travellers, rank high in current Tory demonology. This seems odd, given their obvious social utility in matching supply and demand in markets which have been distorted by bureaucratic pricing. Yet touts at Wimbledon or Wembley can suffer a variety of indignities ranging from prosecution under local authority by-laws to arrest by the police for obstruction. Now the Department of Trade and Industry is proposing to introduce regulations under Section 26 of the Consumer Protection Act 1987 to crack down on ticket agencies selling tickets for theatre, concerts, sporting and other events.

It is not clear why, in dealing with these areas of the arts and leisure industries, the principle of caveat emptor should be cast aside in favour of intervention by the state. At many sporting events touts are simply jobbers operating in a competitive over-the-counter market. Their existence reflects the reluctance or inability of the organisers of sporting events to establish a more formal secondary market to permit the privileged insiders who initially receive the tickets to pass them on to others at close to their real economic value. People who are prepared to

buy from touts usually know what risks they run.

In the case of ticket agencies the argument is less clear cut. The agencies are, in the main, selling tickets for performances – Gata, the Phantom of the Opera – that are booked out for months ahead. To the extent that foreign or out-of-town tourists might find it difficult to book so far in advance, they do provide a service. The snag is that they can be unforthcoming about the original price of the ticket and other details of what the customer is receiving for the premium paid. Many theatres remain unconvinced that the agencies' operations really extend the run of any given performance.

The merit of the DTI's proposal is that they are confined to requirements for disclosure of the original price and the details of seating, which will at least make for more transparency. Since the agencies are identifiable businesses, local authority trading standards departments should be able to follow up complaints. Yet the people arguably most in need of protection – foreign tourists – are the ones least likely to complain. It says something about the priorities of Mr Major's government that it thought this game worth the candle.

It was taken over by an autocratic outfit which is out to prove that

From a vast warehouse in a Singapore suburb, Mr John Deuchars, a burly, chain-smoking Australian, is plotting a small consumer revolution. In a few months, he aims to propel the country's retail distribution system, largely unchanged since British colonial days, into the information technology era.

"In terms of choice and display, stores here are as good as any in the world. But go to the delivery bay, and everything is completely antiquated," says Mr Deuchars, local manager of Davids Holdings, an Australian retail distribution group which recently formed a joint venture with NTUC/Fairprice, Singapore's biggest supermarket chain.

At present, NTUC/Fairprice's 52 stores are supplied by an irregular army of small wholesalers, which drop off odd lots of merchandise on average 150 times a day. Once the joint venture gets going, each store's orders will be placed and invoiced electronically, and delivered on one truck within 24 hours.

As well as reducing traffic congestion and paperwork, the system will enable NTUC/Fairprice to cut stock levels by 40 per cent, save costs equal to 4 percentage points of its profit margin, and sharpen retail price competition.

This is just one example of a wave of change sweeping through east Asia, as retailers scramble to meet the increasingly sophisticated demands of newly prosperous consumers – eager to buy products from deodorants and fast food to luxury accessories and designer fashion brands.

This is prompting a stampede across the region by leading retailers from around the world. They include Mitsukoshi, Takashimaya, Sogo and Yosan of Japan, Carrefour of France, Makro of the Netherlands, Marks and Spencer of the UK, Sweden's IKEA, and Toys R Us and McDonald's of the US.

A possible indication of the growth to come is offered by Hong Kong – now Asia's richest economy after Japan – where the number of supermarkets has increased 40 times since 1970. In South Korea, there are 10 times more stores than in 1980, and retailing employs 28 per cent of the labour force, more than any other sector.

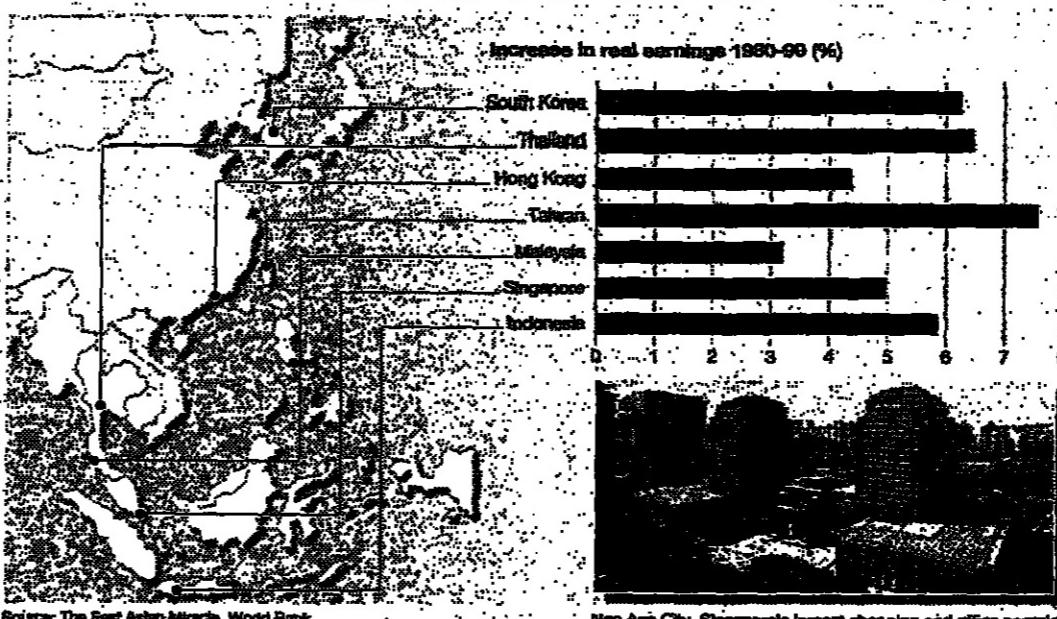
As economic growth bounds ahead, millions more people every year achieve the minimum annual income, roughly US\$30,000 in most countries, needed to become active consumers rather than relying on barter. In China, potentially the biggest market of all, some forecasts suggest their numbers will more than treble this decade to 200m.

In most of Asia, the ratio of retail space to population is still well below western levels. However, it is rising rapidly in many cities as

# Temptations along the eastern aisle

Retailers are increasing investment in east Asia to take advantage of growing prosperity, says Guy de Jonquieres

### East Asia: retailers' delight



Source: The East Asian Miracle, World Bank

store groups compete to woo customers with ever larger and more luxurious premises. In Kuala Lumpur, Sogo and Yosan of Japan, Carrefour of France, Makro of the Netherlands, Marks and Spencer of the UK, Sweden's IKEA, and Toys R Us and McDonald's of the US.

A possible indication of the growth to come is offered by Hong Kong – now Asia's richest economy after Japan – where the number of supermarkets has increased 40 times since 1970. In South Korea, there are 10 times more stores than in 1980, and retailing employs 28 per cent of the labour force, more than any other sector.

These trends are condemning small shops and street markets to a diminishing share of business. Nestlé, the Swiss food group, says sales to supermarkets grew from 20 per cent to 40 per cent of its total turnover in the three years to 1990.

Steeply rising land prices are adding impetus. Many local entrepreneurs have made fortunes by building shopping malls on a speculative basis and selling them to property or retail companies.

These trends are condemning small shops and street markets to a diminishing share of business. Nestlé, the Swiss food group, says sales to supermarkets grew from 20 per cent to 40 per cent of its total turnover in the three years to 1990.

Such local peculiarities are immediately obvious. In Malaysia, where 60 per cent of the population is Moslem, supermarkets must invest in special facilities for treating and storing food in accordance with religious standards. In northern China, consumers are willing to spend more on smart clothing than in southern provinces, where good food is the top priority.

Other nuances are more subtle. Polarisation of incomes between a small minority of rich people and a great mass of poor ones can make it hard for retailers specialising in catering to the middle market to carve out a niche.

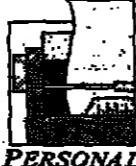
One such retailer, Marks and Spencer, is still striving after several attempts to make its formula work in Kuala Lumpur. But it has cracked the problem in Hong Kong where, it says, its Kowloon store is enjoying good sales growth and making satisfactory profits selling clothing – 80 per cent of it made in the UK.

Hong Kong, however, is unusual in having almost no import barriers. In other countries, heavy duties can destroy the advantage of retailers which depend heavily on selling imported goods. Such trade protection can also inhibit the development of discount operations.

Mr Colin Buchanan, Marks and Spencer's director of Far East retailing, warns that overseas expansion involves "pain and problems". However, the potential rewards are big that retailers seem certain to continue crowding into the region.

As Mr Nelson of Dairy Farm puts it: "Where else in the world are so many new consumers entering the market all the time?"

## Rethink of the regulator's role



### PERSONAL VIEW

Privatised industries representing some 20 per cent of UK gross domestic product are now subject to regulatory regimes. It is important that they are well regulated in the interests of customers and to ensure the long-term health of the industry themselves.

In deciding how this might best be done, we started in typical British fashion by *defining what we don't want – the US system*.

There, each state has its own multi-member regulatory commission that deals with several businesses – electricity, gas, water etc – setting prices according to the required rate of return. The method is legalistic but with opportunity for public participation. Regulatory decisions are frequently appealed to the courts. In practice, the US system is burdensome, does little to encourage efficiency, and tends to promote central planning at the expense of enterprise.

In contrast, the British regulatory system is meant to be light, muscular and unbureaucratic. The primary duty of the regulator is to promote competition. For monopolies, price-capping is preferred to rate-of-return regulation, with price increases restricted to less than the rate of inflation (RPI-X).

Each industry is regulated separately. A single regulator replaces the tribunal in the search for a speedy, unbureaucratic process.

There are no public hearings. The regulators work behind closed doors, they do not have to justify their decisions, and appeals against them are discouraged. The industry has to acquiesce or accept a fall.

Monopolies and Mergers Commission review.

Were we right to depart from the American way? I believe we are – particularly in the fundamental emphasis the UK places on putting the creation of competitive markets ahead of the restraint of monopoly.

The evidence of the privatised electricity industry is compelling in that the creation of a competitive environment with open access to the market has been instrumental in shaking up management, silencing out costs, and reducing prices.

Nevertheless, the British regulatory system could learn something from the Americans. There are six areas where improvements could be made.

First, we need to define more precisely the role of regulation. The founding statutes give little guidance as to its objectives. Regulators are instructed to "promote competition". But to what extent? For

Consideration should be given to bringing the various regulators together into a common organisation

example, are the regulators there to create a lot of players with pre-determined small market shares, or alternatively to create the market conditions to allow competition to flourish?

Second, regulators should publish their "strategic plan" for regulating the industries under their jurisdiction. Where management of a regulated business knows its regulator's

objectives in some detail, it can plan accordingly.

Third, the regulatory process

should be more open to scrutiny.

Currently, it is not very clear how

or why each regulator views evidence, weighs the arguments, or comes to decisions. Some public hearings are necessary, and regulators' work would benefit from public examination. Quick appeals procedures, such as an ad hoc panel of the MMC, would enable the regulator and regulated to test each other's arguments.

Fourth, replace the single regulator with a tribunal of three or five members to remove the "cult of personality" from the discussions between the regulator and the regulated.

This would discourage newspaper

from adopting a "league-table"

approach to regulation: who has the

most brownie points for being the toughest regulator. More important, it might make the job more doable, rather than leaving a single person to regulate large and complex industries. A small tribunal could bring diversified experience to bear.

Fifth, bring the various regulators together into a common organisation to enable the quality of support staff to be raised and to transfer experience between industries. Common issues, such as the cost of capital or the treatment of external costs like environmental impacts, could be more readily addressed.

Sixth, much more work needs to be done on the impact that the regulators are having on the investment efficiency, and quality of service of the industries. Are regulators achieving their goals?

Are prices lower, efficiency higher and customers better off than might otherwise have been?

It is time to move away from chitter about the personality of the regulators to concern about what their objectives really should be and the impact they are having. Simple faith in such tools as RPI-X is not an adequate regulatory formula.

John Baker

The author is chief executive, National Power

## Midland shanghaied

If the dear old Midland Bank goes off the rails again, blame the new owners, HSBC Holdings.

Yesterday Midland Bank's new chairman, HSBC's Sir William Purves, and Midland's new chief executive, HSBC's Keith Whiston, celebrated their first day in office by removing almost the last traces of the *ancien régime* and moving more of their own men into positions of power.

Out goes Chris Wathen, Midland's managing director of branch banking and one of the great white hopes of previous Midland managements, and in comes a new deputy chief executive Richard Orrill, who used to run HSBC's Australian operations. Barry Hine, another HSBC man, takes over as head of human resources, and Bert McPhee, HSBC's group risk controller, takes charge of Midland's credit and risk. About the only Midland man to gain from the reshuffle is Chris Thom, the network support director, upgraded to general manager retail.

The changes must be particularly galling for Wathen, a career Midland banker, who played a key role in helping Midland get into bed with HSBC. They will also put an end to any suggestion that Midland "merged" with HSBC.

It was taken over by an autocratic outfit which is out to prove that

## Who is Silvio?

Silvio is obviously a man to watch. No, not Berlusconi, but the Brazilian Silvio Santos, who, like his Italian namesake, hopes to realize his political ambitions.

Globe

This Brazilian version comes from a poor family and has built up one of the country's newest and most dynamic TV companies, SBT, now second only to Brazil's mighty

Globe

in terms of viewer figures.

This success owed a great deal to sensationalist programming, such as investigations of gory murders and suicides. But Santos remains a star attraction, hosting a

marathon Sunday night game show

in which one of his catch phrases is "Who wants money?" as he throws Cr\$5,000 (\$8) bills into the largely female audience.

Despite Santos' ambitions, and his likely appeal among the

## OBSEVER



"The Germans would have got the hotel booking right."

With a Labour replacement for Bruce Millan as a European

Commissioner due in January, a decision on his successor will have to be made soon by John Major.

Kimock's name went forward for the £140,000 a year job after the 1992 general election but Major dropped the idea as quickly as "back to basics" when his MPs threatened to explode.

John Smith, however, appears intent upon submitting the former Labour leader's name yet again, though Major is not bound to accept it. If he does, the prime minister can count on another row, first for having again changed his

European mind and secondly for taunting his Euro-sceptics with the appointment of a man whose rabid enthusiasm for the European dream bears all the hallmarks of a late convert.

At least the Tory Eurofanatics

should have little to complain about, other than their conviction that Kimock is a Johnny-cum-lately who would be hell-bent on stirring up trouble for the Tories in Europe. That, of

Wednesday April 6 1994

## Hosokawa wrestles with his own version of Whitewater

Japan's prime minister Morihiro Hosokawa was wrestling yesterday with a Japanese version of the Whitewater affair which is currently plaguing US president Bill Clinton.

Yet Tokyo's Whitewater, inspired by financial deals done long before Mr Hosokawa took office, is becoming more than mere froth whipped up by the press and has undermined the prime minister's relatively clean reputation.

A newly aggressive Liberal Democratic party opposition has seized on allegations that Mr Hosokawa failed to repay a Y100m (\$925,800) loan from Sagawa Kyubin, a disgraced parcel delivery company. The affair is more than a year old, but the LDP has been unearthing allegations about shady share purchases prompting coalition officials to warn that it could precipitate Mr Hosokawa's resignation or even herald the end of the divided seven-month old government.

The LDP has not yet risked calling a parliamentary vote of no confidence, but instead has blocked, for the past month, debate in the Diet, the Japanese parliament, on the annual budget, until Mr Hosokawa disproves the allegations.

He has signally failed to produce a robust Clinton-type rebuff. Mr Hosokawa has so far refused LDP demands to ask his former aide, who handled his financial affairs, to testify in parliament and has been unable to produce receipts showing he repaid the Y100m. As a result, Mr Hos-

kawa's denials of wrongdoing have failed to convince more than four-fifths of the electorate, according to a recent poll by the Nihon Keizai Shinbun financial newspaper.

The plot thickened yesterday when an investment consultant claimed he had received a Y10m "consulting fee" from the side to keep quiet about a purchase of shares on Mr Hosokawa's behalf in the privatised NTT telecommunications company. Mr Hosokawa said he did not know about

Surplus shows rise .....Page 4

this.

Mr Hosokawa's alleged irregularities are venia by the spectacular standards of previous Japanese political scandals. Yet senior members of the seven-party coalition have aired the prospect of a cabinet resignation. "There may be no other choice," warned a senior member of the Social Democratic party the largest and most rebellious coalition member.

Just how far the LDP wants to ride through rough patches has surprised even its own supporters, so he cannot be written off yet. Even now, he is still far more popular than was Mr Takeshita when he faced a similar problem at the end of his administration in 1989, or the LDP now. For the opposition's budget-blocking tactics have aroused enough public distaste to shave one point from

its own poll rating, down to 27 per cent at the end of March.



Morihiro Hosokawa: claims over loan could prompt resignation

shita, was obliged to resign after the opposition of the time, led by the SDP, blocked the 1988-1990 budget to force him to disclose information about the Recruit shares-for-favours scandal.

This battle comes at a time when the Japanese leader's popularity is already waning. Voters' early hopes for a change in style and substance from the first non-LDP government in nearly 40 years have begun to fade. Mr Hosokawa's personal credibility has at the same time run into a barrage of blows, of which Sagawa Kyubin is only the latest.

However, this setback is especially dangerous because it threatens the prime minister's main electoral asset: his image as an honest dealer able to break with the corrupt politics of the LDP era. So it is no surprise that Mr Hosokawa's popularity has plunged, to 47.6 per cent late last month from a record high of 70 per cent when he took power last August, according to the Nihon Keizai Shinbun poll.

Yet Mr Hosokawa's ability to ride through rough patches has surprised even his own supporters,

so he cannot be written off yet. Even now, he is still far more popular than was Mr Takeshita when he faced a similar problem at the end of his administration in 1989, or the LDP now. For the opposition's budget-blocking tactics have aroused enough public distaste to shave one point from

its own poll rating, down to 27 per cent at the end of March.

Whilst the LDP is aggressive, it is also painfully aware it is in poor shape to fight another election. That was driven home last week when it lost a gubernatorial election in the western prefecture of Ishikawa to the first candidate backed by all coalition parties.

Shocked by this setback, 150 LDP politicians agreed three days later to sink their traditional factional differences and form a group to "revitalise" the party under Mr Taro Nakayama, a former foreign minister.

Mr Hosokawa, meanwhile, is said to have sunk into gloom,

and begun to spend an increasing amount of time on his own. It is anybody's guess when his patience, or that of his supporters, will run out.

### THE LEX COLUMN

## Clearing the tunnel

The merchant bankers busy gluing Eurotunnel's rights issue prospects together will be mightily relieved at the settlement of the dispute with Transmanche Link. The outcome of peace removes the last big obstacle blocking Eurotunnel's fund-raising. All outstanding legal claims are at least being made by Eurotunnel rather than being pursued against it, which will simplify the contingent liabilities clause.

To that extent, it was fair enough

for Eurotunnel to claim a victory.

The unanswered question is whether

substantially the same deal could have

been struck many months ago. The

contractors always appeared ready to

settle for far less than their inflated

headline claim. For their part, they

must be delighted they are being paid

in hard cash rather than the paper

that was previously mooted. Swiss

Bank Corporation will limit their

underwriting exposure. It is a fair bet

that many will eventually be able to

release some of their accumulated pro-

visions.

Despite the settlement, Eurotunnel

shareholders are fretting about the

slippage in the opening programme

and the consequent rise in the funding

requirement. Eurotunnel's units fell 2

per cent in London as it became apparent

that significantly more than the

originally-planned 250m of new

equity will be needed – although the

proposed increase in authorised shares

is largely technical, which is not

as worrying as it might appear. There

seems little doubt that Eurotunnel

will eventually make a lot of money

for someone. Shareholders face hefty

demands for money first.

### Biotechnology

It is tempting to see the abrupt

departure of Celsis' chief executive,

less than a year after flotation, as

another set-back for the UK's budding

biotechnology sector. The market has

already been treated to a profits warning

from Drew Scientific only six

months after its debut as a public

company. The unpredictable nature of

the business certainly calls for a wide

spread of investments. There is thus a

strong logic behind vehicles such as

Rothschild's planned biotechnology

investment trust.

Yet seasoned investors will take

such nasty surprises in their stride.

Biotechnology companies will increasingly be judged on their ability to

strike deals with larger rivals in mar-

keting or development. Whatever the

details of the Celsis case, that may require a different management cast.

Disappointment on specific products is equally a fact of life in pharmaceuticals research. The betting is that small biotech companies will, in aggregate, discover drugs more cheaply and reli-

ably than the giants of the industry.

With more floatations in the wings thanks to the Stock Exchange's decision to relax its listing requirements and a total equity funding requirement of perhaps £1bn over the next three years – investors are spoilt for choice. The US biotechnology sector will need an additional \$15bn-\$20bn funding before the products now under development come to fruition.

That points to fearsome competition for funds. If UK companies are to capture a slice of the action, they will have to learn to present a very polished public face.

### LASMO

Lasmo is an acquisitive company. It ambitiously acquired Ultramar. Now, in little more than 12 months, it has acquired a new chief executive, finance director, and finally yesterday, a new chairman. Such extensive bloodletting was the price demanded in the wake of the Ultramar deal. Perhaps the appointment of Mr Rudolf Agnew as chairman also hints that the company needs an old hand to rebuild

confidence in the institutions. Whether he can warm relations sufficiently for Lasmo to get a rights issue away is, however, an open question.

It is also far from clear that fresh

equity would help matters much. Fur-

ther write-downs of expensively

acquired assets will be needed if the

crude oil price remains low. That

will certainly tear large holes in an

already moth-eaten balance sheet. But the company's gross cash flows are

sufficient to meet current interest pay-

ments. This is hardly the time to

spend on exploration, and Lasmo's

record is patchy. Unless banking cove-

nants based on net assets are likely to

be breached there is little incentive to

cough up funds to pay off banks.

Shareholders would simply have more

money staked on a slightly less lever-

aged oil price bet.

Lasmo's central problem is that it

paid for expensive oil reserves and

now the price is on the slide. Many of

the corrective measures now being

taken are necessary, but are probably

not in shareholders' interests. The oil

price will determine Lasmo's future,

and shareholders have plenty invested

in that hope already.

## ROLLS-ROYCE

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# FINANCIAL TIMES COMPANIES & MARKETS

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Wednesday April 6 1994

**BROOK Hansen**  
 POWERFUL CONNECTIONS  
 Controllers, Electric Motors,  
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**IN BRIEF****Nippon Life lifts Lehman stake**

Nippon Life, the Japanese insurer, is to lift its stake in Lehman Brothers to 12.2 per cent in a deal which values the US investment bank at \$2.7bn. The investment will cement Nippon's position as Lehman's biggest shareholder, with two seats on the company's restructured nine-strong board. Page 20

**Novell names new chief executive**  
 Novell, the computer networking software company which last month announced plans to acquire WordPerfect, another software company, has selected Mr Robert Frankenberg, a Hewlett-Packard senior executive to succeed Mr Raymond Noorda as chief executive. The appointment of Mr Frankenberg is expected to relieve concerns about management succession at Novell.

**Insurance interest for Crédit Lyonnais**  
 Crédit Lyonnais, the troubled French bank, hopes to expand its insurance interests by forging a strategic alliance with Assurances Générales de France (AGF), the insurance group, according to Mr Jean Peyrelade, chairman. Page 20

**Brazilian powerhouse chases funds**  
 The state of São Paulo, Brazil's industrial powerhouse, is rushing to raise funds on local and international capital markets. Page 21

**India plans share crackdown**

The Indian government is planning to clamp down on foreign companies buying shares in their stock exchange-listed Indian subsidiaries at a fraction of market prices. Page 22

**IBC reports steady increase**  
 International Business Communications (Holdings), the newsletter publishing, conference and electronic data services group, reported a solid increase in underlying operating profits. Page 24

**British Land completes property transfer**  
 British Land, the property company, and Quantum UK Realty Fund, which is managed by Mr George Soros, the financier, have completed the transfer of 17 properties into their jointly-owned British Land Quantum Property Fund. Page 25

**Courtairdicks kicks off venture**  
 Courtairdicks, the UK chemicals group, is to take a 72.5 per cent stake in the viscose and acrylic fibres joint venture with Hoechst, the German chemicals giant, announced last May. Page 25

**Show burn for tobacco auction**



Zimbabwe's five-cured tobacco auction season opens today and growers and buyers are predicting a cautious start to the sales after last year's shocks, when growers could hardly believe how little was paid for good quality tobacco. Page 28

**Sigh of relief for squatters**  
 The mini-crashes in equity markets which were forecast over the Easter weekend failed to transpire yesterday. Back Page

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**Chief price changes yesterday**

FRANKFURT (DM)	PARIS (FFP)	Paris	London
Boehringer	361.8 + 0.6	Carbo	174.5 + 7.2
Boehringer	329 + 1.5	Credit Reit	135 + 4.8
Boehringer	224 + 1.6	CSA SA	540 + 19
Boehringer	479 - 15	Elf Atochem	861 - 19
Boehringer	578 - 22	Elf Atochem	290 - 105
Boehringer	380 - 10	TOYOTA (Yen)	200 - 105
Boehringer	529 + 2	Yves Rocher	407 + 21
Ford	574 + 24	Alfred Heineken	671 + 42
Gen Motors	574 + 24	Amico Light Metal	671 + 35
Gen Motors	574 + 24	Marion Metal	403 + 33
Gen Motors	704 + 34	Santander Chem	403 + 33
Gen Motors	896 - 20	Zenith	816 + 36
New York prices at 12.30			
Vodafone	535 + 20		
Whirlpool (S)	535 + 11		
Fiat	527 + 11		
Afghanistan	644 + 24		
Hedgehogs Inc	105 + 5		
Hedgehogs Inc	152 + 17		
Int'l Game Com	213 + 17		
P & G	213 + 17		
Price Systems	72 + 5		
Reed	558 + 10		
Shire	165 + 10		
Shire	165 + 8		
Shire	245 + 13		

LONDON (Pound)			
Boehringer	472 + 14		
British Gas	267 + 11		
Gen Accident	644 + 24		
Hedgehogs Inc	105 + 5		
Hedgehogs Inc	152 + 17		
Int'l Game Com	213 + 17		
P & G	213 + 17		
Price Systems	72 + 5		
Reed	558 + 10		
Shire	165 + 10		
Shire	165 + 8		
Shire	245 + 13		

## Suez returns to FF1.6bn profit

By Alice Rawsthorn in Paris

FFr8.20 a share for 1993.

Suez, one of France's largest industrial and financial holding companies, yesterday confirmed that it returned to the black in 1993 with a net profit of FF1.57bn (\$270m), against a net loss of FF1.57bn in the previous year.

The group, which in 1992 fell into the red for the first time in its 158-year history because of the financial pressures on its banking and property interests, said that it expected to continue its recovery this year. The board proposed freezing the dividend at

FFr8.20 a share for 1993. However, Suez's return to profit concealed a widely varying performance across the group. Société Générale de Belgique, the Belgian holding company, fared well, as did Indosuez, the group's principal investment banking subsidiary, and Victoire, its insurance business.

The strong performance of

these subsidiaries enabled Suez to produce an operating profit of FF1.61bn in 1993, against an operating loss of FF1.61bn.

Despite the improvement in its business activities Suez continued to suffer from the weakness

of the French property market. The property squeeze forced it to make further hefty provisions on the fall in value of its commercial property interests.

Suez also faced additional problems within its banking businesses. The board yesterday authorised the recapitalisation of Crédit Suisse, a financial subsidiary, in a FF1.6bn restructuring package. This deal also involved Compagnie de Suez, another subsidiary, and Victoire, its UAP (UAP) the French insurance group.

The Colonie deal, whereby

Suez took full control of Victoire by taking over UAP's old minority holding, has also cleared the way for the sale of Victoire. So far, however, Suez has not succeeded in finding a buyer.

Industry, the UK conglomerate, recently issued a formal demand that it planned to acquire Victoire.

Suez, still burdened with heavy debts despite its recent disposals, hopes to make other asset sales

soon some of Crédit Suisse's investments.

The group said yesterday that it did not expect to suffer so badly from the property crisis.

Similarly it anticipated a further improvement in its banking businesses – Sofinco and Générale de Banque as well as Indosuez – and another strong performance from Société Générale de Belgique.

International Business Machines yesterday announced products that it claims will "fundamentally change the nature of large-scale computing". The announcement came almost 30 years to the day after the group launched its first mainframe computers.

IBM has seen sales of its flagships mainframes drop sharply over the past few years as many commercial computing tasks have switched from centralised mainframes to distributed networks of lower cost personal computers and servers.

Aiming to create a new role for mainframe computers in the era of networked "client-server" computing, IBM announced two new classes of computers, based on microprocessor technology similar to that used in PCs and workstations.

The new systems incorporate dozen of these miniature computer "engines", linked to work together to achieve processing speeds above those of traditional mainframes. Faster, smaller and cheaper, the new systems bring the low-cost semiconductor chips used in PCs and workstations into the mainframe arena.

The products are System/390 parallel servers, based on a new microprocessor version of IBM's traditional mainframe computer "engine", and POWERparallel systems, based on the reduced instruction set computing (Risc) technology that IBM also plans to use in a new generation of PCs.

"These systems deliver what customers tell me they want: lower cost, more power and protection of their existing trillion-dollar investment in software," said Mr Nicholas Donofrio, senior vice-president.

The S/390 parallel servers, one designed for transaction processing applications, such as credit card processing, and the other for database query applications, such as customer support, will both run on software written for traditional IBM mainframe computers.

IBM announced a "coupling facility" that links these "new world" systems to traditional "old world" mainframes.

The new server technology gives IBM "at least a year's jump on the rest of the field", said Mr Bob Djurdjevic of Annex Research, an analysis group.

"But the real test of character will be whether IBM's marketing will be able to convert a technological edge into some badly needed revenues and profits."

Sale of financing arm, Page 21

equipment to test for contamination during the manufacture of food, drinks, cosmetics and drugs, raised £12.4m in a flotation that was nearly four times subscribed. The flotation price was 10p and the shares yesterday fell 4p to 7.5p.

Celsis concluded a \$700,000 collaborative agreement with Merck, the biggest US drugs company, in February. But Mr Mark Clement, finance director, said that Mr Martin had not been involved with that deal.

Mr Chris Evans, the founder of Celsis, who recruited Mr Martin, said that he was appointed "because of his perceived track record". Mr Martin, 40, had been managing director of the diagnostic arm of one of the UK's biggest biotechnology companies.

Before that he had held positions with Procter and Gamble, the US consumer goods manufacturer, and Amersham International, the UK radioactive products supplier.

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technology to test for contamination during the manufacture of food, drinks, cosmetics and drugs, raised £12.4m in a flotation that was nearly four times subscribed. The flotation price was 10p and the shares yesterday fell 4p to 7.5p.

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## INTERNATIONAL COMPANIES AND FINANCE

## Nippon Life lifts stake in Lehman Bros to 12.2%

By Richard Waters  
In New York

Nippon Life, the Japanese insurer, is to lift its stake in Lehman Brothers to 12.2 per cent in a deal which values the US investment bank at \$27bn.

News of the extra investment by the insurer came in a registration statement filed yesterday with the Securities and Exchange Commission for the planned spin-off of Lehman from its parent, American Express.

Under the plan, announced in January, American Express will inject extra capital of \$1.25bn recapitalisation of Lehman to strengthen its balance sheet and distribute shares in the bank to its own shareholders.

Yesterday, it emerged that

Nippon has chosen to exercise an option to buy an additional 3.5m shares in Lehman for \$80.2m, lifting its stake to 12.2 per cent from 9 per cent on a fully diluted basis.

The insurer first bought a 13 per cent stake in Shearson Lehman Hutton, Lehman Brothers' predecessor, at the height of the 1980s bull market, and has since had the right to lift its stake back to that level.

The investment will cement Nippon's position as Lehman's biggest shareholder, with two seats on the company's restructuring nine-strong board.

By implication it also puts a value of about \$26.5bn on Lehman's shares and valued the whole company at \$2.7bn, slightly more than book value.

This is below the \$3.5bn level

talked of by American Express executives at the end of January. However, since then the turmoil in the financial markets has hit the share prices of other investment banks.

Lehman's profit record has been held back by a higher cost base than its main US competitors.

The bank has been working to bring its costs into line with rivals, and is to take a solid pre-tax charge against first-quarter earnings to cover cuts in staffing.

By raising its stake, Nippon has cut the amount of stock available to Lehman Brothers employees in the deal. They will now receive some 4 per cent of the company, whereas American Express had at first said they would get "up to 10 per cent" of the shares.

month at an extraordinary meeting.

### Aegon ahead and sees further growth

Aegon, the second-largest insurance company in the Netherlands, posted a 10.5 per cent increase in net profit in 1993, and predicted an improvement in operating profit for 1994, writes Ronald van der Krol in Amsterdam.

Net profit rose to slightly more than Fl 1.00bn (\$526m) from Fl 909.0m in 1992, on turnover up nearly 45 per cent to Fl 22.1bn.

Operating profit, which does not include realised gains on investments, was up 10.3 per cent to Fl 965.5m.

The 1993 dividend is to be raised to Fl 4 from Fl 3.75 in 1992.

The sharp increase in turnover was heavily influenced by the acquisition in February last year of Amex Life's portfolio in the US and its link-up in the fourth quarter with Scotish Equitable.

Excluding acquisitions, turnover would have risen by 12.5 per cent.

Aegon said the Scottish Equitable acquisition had no effect on 1993 profit but should make a contribution in 1994. The acquisition trebled European turnover at Aegon, which generates most of its business

in the US and the Netherlands. The company is active in Spain and Hungary but recently announced its withdrawal from Belgium.

### Barco lifted by sales expansion in Asia

Expanding sales in the Asia Pacific market helped Barco, the Belgian electronics group, push profits 22.7 per cent higher last year, writes Gillian Tett in Brussels.

The group expects operating profits in 1994 to remain at the 1993 level, although profits before financial items will grow.

New telecommunications systems include the Copenhagen-St Petersburg optical fibre cable link, with links to Moscow, which was opened in April last year.

Denmark's second cellular phone system, Sonofon, which competes with Tele Danmark's Nordic Mobile Phone system, has exceeded expectations and established a satisfactory level of operations, GN said.

Barco's 1993 turnover was up 1.1bn (\$90.5m), up from BFr 860m in 1992. Total turnover rose by 4.1 per cent to BFr 10.5bn, up from BFr 10.1bn in 1992.

Turnover in Asia Pacific rose by 21 per cent partly due to a 44 per cent growth in the sales of data and graphics projectors, which form a core part of Barco's business.

However, conditions elsewhere had been harder, the group said, with an 11 per cent growth in turnover in the US market and 4 per cent fall in Europe.

Although the climate for investment remained weak in Europe, prospects in Asia and South and North America were "exceptionally" encouraging, the company said. It added that it expected to record a similar level of growth next year.

Last February, Rhône-Poulenc said it would offer 18 of its own shares or FF 2,400 (\$406m) cash for every Cooper share.

"I thought long and hard

## Sharp rise at Danish telecoms group

By Hilary Barnes  
in Copenhagen

GN Great Nordic, the Danish telecommunications group, increased net profits last year to Dkr148.2bn (\$22.1bn) from Dkr12.4bn in 1992. Turnover was up to Dkr1.62bn from Dkr1.33bn and profits before interest and tax rose to Dkr16.1m from Dkr11.7m.

The group announced a one-for-six share issue and plans to raise about Dkr300m through a convertible bond issue. An unchanged 12 per cent dividend will be paid.

The improvement in sales and earnings last year was attributed to systems coming into operation and an improvement in primary operating profits in the group's manufacturing companies to Dkr111m from Dkr97m in 1992.

New telecommunications systems include the Copenhagen-St Petersburg optical fibre cable link, with links to Moscow, which was opened in April last year.

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The group expects operating profits in 1994 to remain at the 1993 level, although profits before financial items will grow.

New systems coming into operation this year include a north-south optical link through Poland and a system in Lithuania.

### Rhône-Poulenc increases stake

Rhône-Poulenc, the French chemicals and drug group said yesterday that it held more than 85 per cent of the shares of Co-operation Pharmaceutique Française (Cooper) after launching a friendly takeover bid for the company, AP-DJ reports from Paris.

Last February, Rhône-Poulenc said it would offer 18 of its own shares or FF 2,400 (\$406m) cash for every Cooper share.

for collection at the address Novo Allé, Building 6A, 2880 Bagsvaerd on all business days between 10 am and 2 pm from April 6 to April 25, 1994, both days included.

### Novo Nordisk A/S

will hold its Annual General Meeting on Tuesday, April 26, 1994, at 4.30 pm at Laurentsvej 45, Bagsvaerd, Denmark.

#### Agenda:

1. The Board of Directors' report on the Company's activities in the past financial year.
2. Presentation of the Financial Statements, the Auditors' Report and the Annual Report as well as the Consolidated Financial Statements.
3. Resolution concerning adoption of the Profit and Loss Account and the Balance Sheet, including discharge of Management and Board of Directors from their obligations.
4. Resolution concerning application of profit according to the adopted Financial Statements.
5. Election of members to the Board of Directors.

The Board of Directors propose re-election of

Mr. Vagn Andersen for the period of 1994-97.

Mr. Ole Scherfig for the period of 1994-97.

#### 6. Election of auditors.

7. Proposal from the Board of Directors to authorise the Board of Directors, in the period until the next Annual General Meeting, to let the Company purchase its own shares, up to 10% of the share capital, at a price deviating up to 10% from the prevailing market price at the time of purchase.

**Admission cards and voting papers are available by postal application before April 21 or**

If B Shares are entered in the Company's Register of Shareholders under the holder's name, admission cards and voting papers will be issued to the shareholder when stating the nominal value of his/her shares.

In respect of shares not entered in the Company's Register of Shareholders, admission cards and voting papers are issued against production of documentation of ownership satisfactory to the Company, e.g. a deposit statement not more than five days old from The Danish Securities Centre or the institution holding the shares on deposit, as documentation for the shareholding, together with a written declaration from the shareholder stating that the shares neither have been sold after issuance of the statement nor that it is the intention of the shareholder to do so before the Annual General Meeting.

The Agenda, the exact wording of the proposals and the Financial Statements, the Auditors' Report, the Annual Report as well as the Consolidated Financial Statements will be available for inspection by the shareholders at the above mentioned address on all business days between 10 am and 2 pm from Wednesday, April 6 to Tuesday, April 26, 1994, both days included. The Agenda and the Annual Report will be sent to all shareholders whose shares are registered under the holder's name in the Company's Register of Shareholders. The documents are available from the Company.

The dividend as approved at the Annual General Meeting will - after deduction of withholding tax - be sent to Novo Nordisk A/S' shareholders directly via The Danish Securities Centre.

Bagsvaerd, April 1994  
The Board of Directors

## Crédit Lyonnais in alliance move

By Alice Rawsthorn in Paris

Crédit Lyonnais, the troubled French bank, hopes to expand its insurance interests by forging a strategic alliance with Assurances Générales de France (AGF), the insurance group, according to Mr Jean Peyrelade, the bank's chairman.

Mr Peyrelade, who last autumn was brought into Crédit Lyonnais by the government to rescue the ailing bank, said he had discussed the possibility of an alliance with Antoine Jeancourt-Gallien, who took over, perfectly reasonably, for time to think it over.

AGF yesterday confirmed that Mr Jeancourt-Gallien was considering the feasibility of an alliance with Crédit Lyonnais. However, it stressed this was only one of a number of strategic options under con-

sideration. Société Générale, another leading French bank, has indicated interest in forging closer links with AGF.

The overtures from Crédit Lyonnais and Société Générale, both of which have small cross-shareholdings in AGF, form part of the trend for France's big banks to reduce their reliance on the intensely competitive banking market by diversifying into related fields, notably insurance.

Banque Nationale de Paris (BNP), another big bank, used its recent privatisation as an opportunity to clarify its stra-

tegic links and cross-shareholding with Union des Assurances de Paris (UAP), France's largest insurer which is due to be privatised this spring.

Mr. Peyrelade, who recently sold Crédit Lyonnais's 30 per cent holding in the Union des Assurances Fénelon insurance group as part of its FF35bn (\$5.9bn) asset sale programme, said he did not envisage an eventual partnership between Crédit Lyonnais and AGF adopting the same structure as that of BNP and UAP. However, he said it would be "in the same spirit".

## Bank takes long march to profit

For a man who appears to need all the friends he can get, Mr Jean Peyrelade, chairman of Crédit Lyonnais, the stricken French bank, does not seem to be going out of his way to find them.

When his fellow bankers last week complained about the government's decision to participate in Crédit Lyonnais's FF44.5bn (\$7.5bn) rescue package, Mr Peyrelade responded by resigning from the French Banking Association.

"I didn't think it was very fraternal," he said. "I'd expect people to show some sympathy in a situation like this - and they didn't."

It is typical of Mr Peyrelade, 54, to have turned his back on the banking establishment while tackling the biggest challenge of his career. He was a senior socialist adviser who became one of France's most influential financiers in the 1980s as chairman of the Suez holding company and then Union des Assurances de Paris insurance group before being drafted into Crédit Lyonnais last November by the centre-right Balladur government.

Crédit Lyonnais is in a critical condition having last month reported a FF46.5bn net loss for 1993. The result would have been even worse without the rescue whereby the government is removing FF41bn of bad debt from its balance sheet. Mr Peyrelade's task is to bring it back into profit against the backdrop of Swiss and US legal suits over past investments and an inquiry into the conduct of his predecessor, Mr Jean-Yves Haberer.

"I thought long and hard

before taking this job," he said. "It's a huge challenge and that's why I accepted. It's a job that can be turned round in time for the sale." Every week someone offers to buy MGM," said Mr Peyrelade. "I always say no. The new management team is doing a good job and the offers will still be around in 1997 when, I hope, we'll get a good price."

One area of Crédit Lyonnais that is not for sale is the group of European retail banks acquired by Mr Haberer in the

late 1980s. These banks have performed fairly well but Crédit Lyonnais's management has been too distracted by its financial problems to fulfil Mr Haberer's ambition of merging them into the first pan-European retail banking network.

The government has notified Brussels about the rescue and is awaiting its response. In the meantime, Mr Peyrelade must continue with Crédit Lyonnais's restructuring. One priority is to raise capital by selling off its FF705bn portfolio of industrial investments. He plans by the end of next year to have raised FF20bn from these disposals and will then continue with up to FF15bn of additional sales.

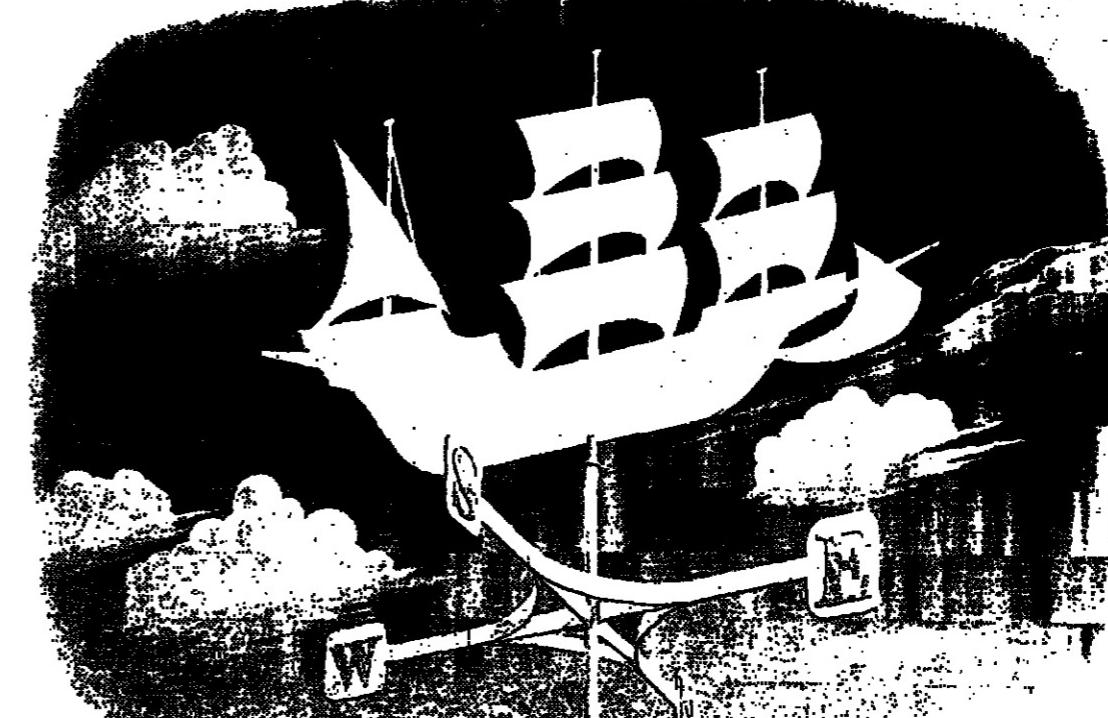
Perhaps the most interesting disposal will be that of MGM, the ailing Hollywood studio that Crédit Lyonnais inherited from an ill-fated 1980s takeover bid. The bank has since sunk \$2bn into MGM but must,

face a tough task in selling the rationalisation package to the unions, which recently went on strike over less radical cost-cutting proposals.

The rationalisation plan will be critical to his chances of restoring Crédit Lyonnais to profit. The consensus among analysts is that it should be back in the black in 1996 and can then think about privatisation.

"My sole concern is making Crédit Lyonnais profitable," said Mr Peyrelade. "It's only then that we'll be able to think about privatisation. Do I want to take it into the private sector? Of course. I missed out on it at Suez [privatised after he left] and now at UAP [scheduled for sale this spring]. I don't want it to happen again."

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## INTERNATIONAL COMPANIES AND FINANCE

## Boost for Canadian multimedia networks

By Bernard Simon in Toronto

Canada's local telephone companies plan to invest C\$3bn (US\$2bn) over the next decade to equip the national phone network for multimedia services.

The nine companies yesterday outlined plans to pool their resources through Stentor, an existing research and marketing consortium.

The centrepiece of the investments will be an upgrade of local telephone networks to access networks."

provide broad band capability to supply 80 per cent and 90 per cent of all Canadian businesses and homes within the next 10 years. The access will be based on both fibre-optic and coaxial cable networks.

Mr Ivan Duvar, chairman of Maritime Telephone and Telegraph, one of Stentor's members, said: "We anticipate that cable TV companies, other providers of telecommunications services, and multimedia suppliers of all kinds will use our access networks."

The telephone companies are in a race with cable TV operators to establish a dominant position. Rogers Communications, the biggest cable operator, has emerged as the phone companies' chief rival. Rogers is broadening its interests through its takeover of Maclean Hunter, the publishing and cable TV group. Rogers already has a stake in Unitel, which two years ago set up a long-distance network in competition with Stentor.

Stentor also announced plans to create a new company to supply multimedia services with related companies, such as production studios, publishers, computer software distributors and systems integrators, presently named MMI.

The company will attempt to marry access devices, such as personal computers and TV controllers, with the broadband communications network. Its services will be distributed through the phone companies and other "value-added" resellers.

## São Paulo cashes in on privatisation hopes

Brazil's industrial heart needs to fund an 8% budget deficit, writes Patrick McCurry

São Paulo, Brazil's industrial powerhouse, is rushing to raise funds on local and international capital markets. The move has been sparked by the drying-up of traditional state revenues combined with election-fuelled spending plans.

Without giving up control of public companies, the state government is selling equity stakes and cashing in on international interest in sectors regarded as privatisation candidates, such as electricity and telecommunications. The money is for current spending and infrastructure projects.

The projects include roads, an extension of the city's tube line, which is also receiving World Bank and Interamerican Development Bank money, and 100,000 new homes.

Traditionally, state spending increases in election years and, according to bankers and analysts, São Paulo's money raising is aimed at keeping the centrist Democratic Movement Party (PMDB) in power at elections in October. The state government denies this, arguing it is coincidence that most of the offerings are this year.

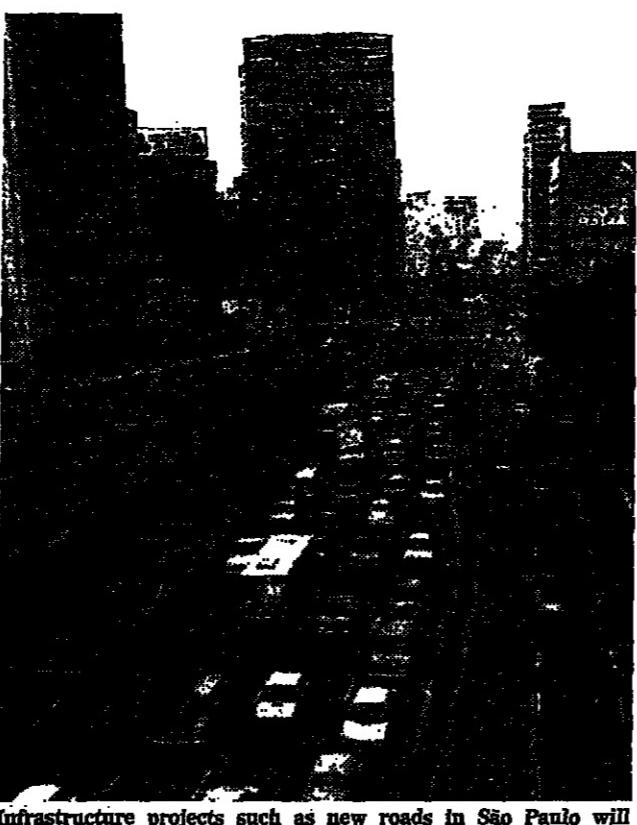
Since last November the state, facing a deficit of 8 per cent on its \$60bn budget, has raised \$3bn from equity sales, including \$300m from a private placement of non-voting American depository receipts (ADRs) in its electricity generator Companhia Energetica de São Paulo (Cesp) in February. Locally, sales of equity in Cesp and its distribution subsidiary have raised \$100m.

The government expects another four debt or equity issues in other companies to raise about \$700m. These include a planned equity-linked Eurobond issue offering a stake in Telesp, the state telecom company, similar to that made in January by the state of Minas Gerais, which offered equity warrants in its electricity company Cemig. The other issues are of debenture and shares in the state sanitation company, an initial public offering in its gas company and debentures in the state bank's leasing firm.

Mr Edmundo Saad, managing director in São Paulo of Merrill Lynch and co-ordinator for the ADR placement, believes more states will attempt similar operations. However, international issues will be limited because only a handful of states have large enough companies to interest foreign investors.

Furthermore, equity-linked bond issues are complex and overseas investors suspicious about taking on state debt, according to Mr Saad. "A lot of states have financial problems with the federal government. They would probably not pass the test of the bond market," he says.

The financial problems date from Brazil's economic crisis in the 1980s, when many states ran up huge debts and used state banks to bail them out. The crisis has worsened in recent years and last year governors were told they could no longer borrow from their state banks.



Infrastructure projects such as new roads in São Paulo will be beneficiaries of the state's fund-raising equity sales

São Paulo has also been hit by shrinking sales tax revenues, traditionally its main revenue source, following a "tax war" between states to attract industry. The state's total debt is about \$22bn.

Despite these problems, it remains the industrial heartland of Brazil, accounting for more than half the country's

industrial production and with a gross domestic product of \$165bn in 1992.

Mr Eduardo Maia, state finance secretary, says the equity offerings are part of a new philosophy. "We are preparing the ground for the privatisation of the electricity industry and other sectors, and for a new, slimmer state that

will target spending on social programmes."

He believes the proposed Eurobond issue, for \$200m-\$300m, will succeed because it will be sweetened by options to buy stock in Telesp, the largest subsidiary of the government-controlled telecommunications giant.

However, Mr Alvaro Simões, a director of Banque Indosuez's Brazilian operations, which led the Minas Gerais Cemig issue, believes the São Paulo-Telesp operation will take at least six months to put together.

Although the Minas Gerais issue was regarded as sovereign risk, most foreign investors were confused about the relationship between the state and the federal government and concerned about financial health of the state, says Mr Simões. He adds that investors were reassured by the competence of state officials and that the Minas Gerais budget has balanced for the past three years.

But investor caution and market conditions, along with a recent move by the central bank to slow down Eurobond issues, may pose difficulties for the São Paulo issue. Some bankers believe São Paulo will find it harder to win over foreign investors due to its financial problems.

A former adviser to the state bank says: "Although Telesp is an attractive company, São Paulo will probably face more problems than Minas Gerais because of its financial image."

## Canadian pension fund boosts 1993 rate of return to 19.7%

By Robert Gibbons in Montreal

Quebec Caisse de Dépot, Canada's biggest pension fund with assets of C\$47bn (US\$33bn), earned a rate of return of 19.7 per cent in 1993, well up on 1992's 4.5 per cent. The 10-year average return is 11.9 per cent.

At the year end the Caisse held 48.2 per cent of its assets in bonds and 38.1 per cent in shares, including 26.1 per cent in Canadian stocks. It is Canada's biggest equity investor.

Mr Jean-Claude Delorme, president, said the 1993 performance was below average for North American pension funds, but the Caisse holds a

larger proportion of bonds.

It holds C\$16m of Quebec's public pension plan assets, C\$15.9m of provincial civil servants' pension assets, and also manages the portfolios of the Quebec car insurance board, workers' compensation and construction industry board. Some of the latter organisations require a large percentage of fixed interest investments.

The Canadian portfolio yielded 26.2 per cent last year, against a gain of 32.6 per cent in the Toronto 300 stock index. The Caisse had large exposure to Northern Telecom and Laidlaw, two Canadian stocks which fell sharply in 1993. The

Caisse says it plans to become more active in the management of the 350 companies in which it holds investments. It is already represented in the boardrooms of some Quebec companies.

• Univa, Canada's second-biggest food distributor in which the Caisse is the biggest shareholder, lost C\$10.2m, or C\$1.33 a share, in the year ended January 31, against a profit of C\$82.5m, or 30 cents, a year earlier, on sales of C\$6.2bn, against C\$6.7bn. The latest period includes restructuring charges of C\$167m.

## IBM plans sale of financing arm

By Richard Waters in New York

IBM is to sell its fledgling investment management business to Fleet Financial in a deal which could bring the Rhodes Island-based banking group around \$1bn in assets.

IBM Credit, the computer

company's financing arm, began a mutual funds business in 1990 and currently manages \$82m held in 68,000 accounts.

It also handles \$349m in 34,000 money market accounts.

The sale, expected to be completed by the end of June, continues the move by US

bonds into the retail investment management business. Fleet already manages some \$4bn in a range of mutual funds.

Fleet will take over the management and administration of the mutual funds, and will offer money market account holders similar Fleet products.

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FINANCIAL TIMES

## IS Himalayan Fund NV

(A company incorporated in the Netherlands with limited liability)

## NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the fourth Annual General Meeting of IS Himalayan Fund NV will be held at 11.00 a.m. (Dutch time) on Thursday 28 April, 1994 at Banque de Suez Nederland NV, Herengracht 320, Amsterdam for the following purposes:

1. To approve the Directors' Report and the Accounts for the year ended 31 December, 1993.

2. To authorise the Directors to use the English language in the Annual Report and Financial Statements.

3. To re-appoint the auditors.

4. To authorise the Directors to fix the auditors' remuneration.

5. To appoint I. McEvitt as a Director of the company.

Copies of the Annual Report may be obtained from the Administrator whose address appears below, Banque de Suez Nederland NV, Herengracht 320, 1016 CE Amsterdam and Banque Indosuez, 122 Leadenhall Street, London EC3V 4QH. The Ordinary Shares and 'C' Shares are listed on the London and Amsterdam Stock Exchanges.

NOTES  
(i) A member shall only be entitled to attend and vote at the Annual General Meeting whether in person or by proxy if such member has deposited documentary proof of his shareholding at the offices of Banque de Suez Nederland NV, Herengracht 320, Amsterdam not less than 48 hours before the time appointed for the meeting. A member may, however, in respect of the Annual General Meeting, give notice in writing to the Secretary that he wishes to be present at the meeting and that such notice shall be treated as a request to gain entry to the meeting save that such requirement will be dispensed with on the presentation of a certificate issued by Euroclear or CEDEL SA, confirming that the holder hereof and shall continue to hold the number of shares specified thereon up to the end of the Annual General Meeting.

(ii) A member shall be entitled to attend and vote in person or by proxy at the Annual General Meeting if a proxy has been appointed in accordance with the rules of the stock exchange.

(iii) A member may appoint one or more proxies to attend and, on a poll, vote in his name. A proxy need not be a member of the company.

(iv) All documents and proxy must be deposited at the office of Banque de Suez Nederland NV, Herengracht 320, Amsterdam not less than 48 hours before the time appointed for the Annual General Meeting. The lodging of a form of proxy does not prevent a member from attending and voting if he wishes.

(v) A member may appoint a proxy to attend and vote in person or by proxy at the Annual General Meeting if a proxy has been appointed in accordance with the rules of the stock exchange.

(vi) A member may appoint a proxy to attend and vote in person or by proxy at the Annual General Meeting if a proxy has been appointed in accordance with the rules of the stock exchange.

(vii) A member may appoint a proxy to attend and vote in person or by proxy at the Annual General Meeting if a proxy has been appointed in accordance with the rules of the stock exchange.

(viii) A member may appoint a proxy to attend and vote in person or by proxy at the Annual General Meeting if a proxy has been appointed in accordance with the rules of the stock exchange.

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## INTERNATIONAL CAPITAL MARKETS

## Treasuries rally after two heavy selling sessions

By Frank McGurk in New York and Antonia Sharpe in London

The US Treasury market rallied yesterday morning as traders took advantage of yields pushed to attractive levels by two sessions of heavy selling.

By midday, the benchmark 30-year government bond was 1 ahead at 87.88, with the yield easing by about 10 basis points to 7.31 per cent. On the short end, the two-year note was 1/4 better at 92.42, up 5/8 per cent.

The firm opening came on the heels of more stable trading conditions overnight in Asia and Europe. Volatility overseas has contributed to the recent weakness in US bonds, as traders have been forced to sell their holdings in the more liquid US Treasury market to cover their losses elsewhere.

After two days in which the

yield on the long bond climbed nearly 20 basis points and prices dropped by about 4 points, buyers were finally coaxed back into the market. But traders said the activity was mostly based on technical factors and stressed that fear of inflation and concern over the direction of interest rates would limit the extent of any rebound.

The day's economic news - a 0.1 per cent decline in the Commerce Department's composite index of leading indicators - elicited little reaction in the market. The February reading, which is designed to predict future economic activity, compared with a consensus forecast of a 0.2 per cent drop and a revised 0.4 per cent increase the previous month.

The market was still facing retail sales data from Johnson Redbook Service later in the afternoon.

■ European government bond prices were marked down by as much as a point yesterday morning in response to the decline in the US markets over the long Easter weekend. However, a combination of

couple from the US," said Mr Julian Callow, European economist at Kleinwort Ben-

zie. Mr Ily Islam, fixed-income strategist at Merrill Lynch, said that the widening of the yield differential between 10-year German government bonds and US Treasuries provided some evidence that the decoupling process was under way.

The semi-annual yield spread between US Treasuries and bonds went as high as 65 basis points yesterday before stabilising around 76 basis points. This compared with 59 basis points last Thursday and 15 basis points on March 23, Mr Islam said.

■ Hopes that the Bundesbank would today announce a further cut in its repo rate contributed to the rise in bond prices yesterday. The market expects the central bank to cut

up to three basis points off the rate which currently stands at 6.76 per cent.

Speculation was also growing that the Bundesbank might cut its discount rate at its next central council meeting on April 14, traders said.

The June contract of the bond future on Liffe recovered from a low of 96.30 to touch the day's best level of 96.36, in the late afternoon, the contract traded at 96.30, up 0.13 point on the day.

■ UK gilts failed to end the day in positive territory despite the recovery in the afternoon. The June contract of the long gilt future on Liffe traded at 107.76 in the late afternoon, down 1/4 on the day but off the day's low of 107.56 and close to the day's high of 107.77.

Mr Islam, at Merrill Lynch, said the afternoon recovery had prompted some volatility

in the yield differential between gilts and bunds. The spread fluctuated between 120 and 140 basis points during the day.

■ News in the late afternoon that Mr Silvio Berlusconi had suspended talks with his Northern League election allies on forming a government sent Italian government bond prices into a tailspin.

The June contract of the 10-year Italian government bond future on Liffe dropped by 0.83 point to 112.01 just minutes after the news flashed across trading screens.

Before the news broke, the contract had stabilised around 112.70, down 0.14 point from Thursday's close, after a day of volatile trading which had seen a high of 113 and a low of 107.77.

Mr Islam, at Merrill Lynch, said the afternoon recovery had prompted some volatility

## UK falls to foot of fixed-income table

By Antonia Sharpe

The UK was the worst performer of the world's leading fixed-income markets during the first quarter of this year, weighed down by fears of rising inflation and diminishing prospects for an early cut in base rates.

According to data supplied by J.P. Morgan Securities, UK government bonds (gilts) showed a negative return of 6.88 per cent in local currency terms from January to March, far outpacing a loss of 2.74 per cent in the Euro-pean index and a loss of 2.86 per cent in the global index.

Last month alone, gilts fell by 3.2 per cent, the second-

worst performance after Canadian government bonds which lost 4.65 per cent. Most government bond markets fell for the second month in March as a result of the rise in US interest rates and the liquidation of long positions by highly-leveraged international investors.

Politics helped to push the Italian government bond market to the top of the local currency performance tables with a return of 1.52 per cent in March and a negative return of just 0.12 per cent over the first quarter.

The election victory of Mr Silvio Berlusconi's right-wing alliance bolstered both the lira and the local bond market.

## News Corp softens preference position

By Antonia Sharpe

The statement added that "News Corporation... takes the matter seriously and responsibly and that any claims made will be given full consideration by News Corporation Limited". News Corp declined to comment.

The notices published by News Corp in December said holders of its preference shares, exchangeable for shares which News Corp held in Pearson, would also get Royal Doulton shares when exercising their exchange right. However, News Corp, the media, film and publishing group, issued another notice in February which said they were not entitled to around £15m (\$21.5m) worth of shares in Royal Doulton, the fine china manufacturer demerged last year from Pearson. News Corp's about-turn prompted Ima to state publicly at the end of February that it was investigating the matter.

## Lira deals provide focus for investor interest

By Sara Webb

The high-yielding European currency sectors provided the main talking point in the international bond market yesterday, sporting a handful of new

### INTERNATIONAL BONDS

issues in Greek drachma and Italian lire.

However, in general, the volatile bond market background continued to deter many borrowers and investors, and syndicate officials predict that new issue activity is likely to remain subdued for a while.

Following the outcome of the Italian general election last month, syndicate officials claim there is "some retail interest" in the lira sector, although many of them believe

that yesterday's two lira deals were driven mainly by favourable swap opportunities rather than strong investor demand for Eurobonds.

The International Finance Corporation, the private sector arm of the World Bank, launched a £150m, 10-year deal with a coupon of 6.625 per cent BNL, the lead manager, said investors were attracted by the borrower's triple-A credit rating and the relatively high coupon, as the yield at net fees was 5.79 per cent.

Syndicate officials said market conditions were tricky yesterday, with many of the European government bond markets opening lower after the Bank Holiday weekend in response to the sharp decline in the US. But BNL said it expected to see further new issues in the Eurobonds sector given the favourable

arbitrage opportunities.

GECC reopened its existing five-year Eurobonds deal with a 7.375 per cent coupon, adding a further £100m to the existing £150m issue which was launched at the beginning of January.

The IFC also tapped the Greek drachma sector with the third Eurobond issue to be

denominated in this high-yield

ing currency. The Dr10bn, five-year bond issue has a coupon of 15.25 per cent and was aimed primarily at retail investors who are hungry for high-coupon bonds. The bonds were launched at a price of 100.875 and traded up to 101.022 on Friday, by late afternoon. So far, the EIB and the World Bank have issued bonds in the Greek currency, and the European Bank

for Reconstruction and Development is rumoured to be considering tapping this sector.

Telco 2000, a Peruvian cellular telephone and cable TV company, launched the first Euroconvertible bond for a Peruvian name, with a \$40m, three-year issue. The bonds will be convertible into ADRs according to Bankers Trust, the lead manager.

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## CBoT to launch Canadian bond futures trade

By Laurie Morse in Chicago

The Chicago Board of Trade, best known for its US Treasury bond futures and options contracts, plans to launch futures and options on 10-year Canadian government bonds on Friday. The contracts will compete directly with Canadian bond futures traded at the Bourse de Montreal.

The CBoT said the Canadian bond futures could lead to the launch of other foreign bond contracts. The Chicago exchange is betting that its large number of financial futures traders will give its Canadian contracts an edge over the Montreal version. However, it would be unusual for Chicago to be successful in winning the Canadian business.

■ WORLD BOND PRICES

### BENCHMARK GOVERNMENT BONDS

	Red Coupon	Price	Days change	High	Low	Week ago	Month ago
Australia	6.000	98.00	-108.300	8.20	7.17	8.17	8.20
Belgium	7.250	94.00	-100.7200	7.15	7.29	5.86	5.86
Canada	6.500	98.00	-100.000	7.22	7.64	7.21	7.21
Denmark	7.000	100.00	-120.000	8.30	7.85	7.00	7.00
France	BTAN	97.000	-100.700	7.76	7.59	5.42	5.42
CAT	9.500	94.00	-92.900	1.00	5.45	6.61	6.61
Germany	6.000	95.00	-97.9200	6.20	5.58	6.26	6.26
Italy	6.000	94.00	-97.2700	5.60	5.81	5.17	5.17
Japan	10.000	92.00	-100.8000	9.22	9.45	8.71	8.71
N-10Y	10.000	92.00	-100.8000	9.22	9.45	8.71	8.71
N-20Y	10.000	92.00	-100.8000	9.22	9.45	8.71	8.71
N-30Y	10.000	92.00	-100.8000	9.22	9.45	8.71	8.71
N-40Y	10.000	92.00	-100.8000	9.22	9.45	8.71	8.71
N-50Y	10.000	92.00	-100.8000	9.22	9.45	8.71	8.71
N-60Y	10.000	92.00	-100.8000	9.22	9.45	8.71	8.71
UK Gilt	10.000	92.00	-100.8000	9.22	9.45	8.71	8.71
US Treasury	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
2Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
5Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
10Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
20Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
30Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
40Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
50Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
60Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
70Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
80Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
90Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
100Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
110Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
120Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
130Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
140Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
150Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
160Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
170Y	5.000	92.00	-100.8000	9.22	9.45	8.71	8.71
180Y	5.000	92.00	-100.800				

## COMPANY NEWS: UK

# Reorganised IBC improves

By Paul Taylor

International Business Communications (Holdings), the newsletter publishing, conference and electronic data services group, reported a solid increase in underlying operating profits in 1993, while pre-tax profits of £43.1m were swollen by a £28.2m one-off profit on the redemption of senior loans.

As expected, IBC is returning to the dividend list with a 2p payment. The shares closed 2p higher at 207p.

The group has undertaken a substantial reorganisation in recent years including a reconstruction of its balance sheet partly through a £20m placing and open offer successfully completed in July last year.

As a result Mr Peter Rigby, chief executive, said that IBC was now "a normal company". He said the reduction in the debt burden, which fell from £76.4m to £44.5m at end-December, "means that a very real obstacle to the group's future progress and well-being

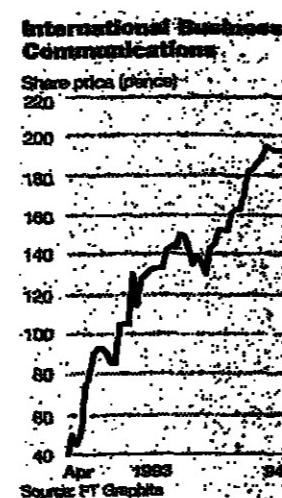


Peter Rigby: debt reduction essential for future progress

has been removed".

Turnover rose by 9.2 per cent to £60.5m (£55.4m) and operating profits were ahead 23 per cent at £7.51m, reflecting "considerable progress both in overall terms and in operating margins".

Net continuing interest pay-



ments fell to £1.42m (£2.54m), producing profits on ordinary activities of £6.09m (£2.58m). However, there was non-continuing debenture interest of £1.27m (£2.83m) and the exceptional £2.3m profit, resulting in earnings of about 18p per share are expected. The shares have climbed from a low of 45p a year ago, but could still go higher.

Net continuing interest pay-

prised 25 investments in the UK, US and France.

Pre-tax profits were £715,000 (£565,000). Earnings per share emerged at 4.3p (3.3p) and the single dividend is held at 3.8p.

## Clarke Nickolls

Following the approval by shareholders late last year for a restructuring and the acquisition of some income-producing properties, Clarke, Nickolls & Coombs ended the year to December 31 with a pre-tax profit of £90,000.

That compared with a deficit of £711,000 and came from turnover up from £2m to £3.78m. Earnings emerged at 0.45p (2.5p losses).

There is no dividend. The last pay-out was in 1991.

## Tamaris

Tamaris plans to raise £2.5m net of expenses, through a 5-for-4 rights issue to fund the purchase of additional nursing homes in Northern Ireland and East Sussex, and a potential development site in Bristol.

A total of 151.25m new ordinary shares at 2p each will be issued, fully underwritten by

Earnings per share increased to 18p (5.3p). However, Mr Rigby suggested that the 49 per cent increase in adjusted headline earnings to 18p (8.7p) represented a "more relevant performance indicator".

## • COMMENT

IBC's underlying performance was somewhat ahead of market expectations and highlights the group's capacity to generate cash and profits from its two core businesses. The balance sheet reconstruction has resulted in a level of debt which the group can well afford to service and long suffering shareholders have been rewarded with a resumption of dividends. Providing the upturn in evidence in the final quarter is sustained, pre-tax profits of about £7.3m are likely and, with a tax charge which is likely to remain at about the 18 per cent level, earnings of about 18p per share are expected. The shares have climbed from a low of 45p a year ago, but could still go higher.

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prised 25 investments in the UK, US and France.

Pre-tax profits were £715,000 (£565,000). Earnings per share emerged at 4.3p (3.3p) and the single dividend is held at 3.8p.

## Teather & Greenwood

stockbroker. At the same time, Tamaris is disposing of its Westbury, Hampshire, nursing home for £760,000 cash.

The company plans to pay £1.6m cash for the 63-bed Lisnisky nursing home in Northern Ireland and £275,000 in a cash and shares deal for the 30-bed Lydford nursing home in East Sussex.

The Bristol site is being acquired in exchange for 7m new ordinary shares.

Bristol Motor Group

An all-round improvement was reported by Bletchley Motor Group, with pre-tax profits rising by 45 per cent from £1.23m to £1.77m in the 1993 year.

The advance was achieved after turnover almost 20 per cent ahead to £84.4m. Earnings emerged at 24.7p (19.6p) and a proposed final dividend of 5.1p makes a 9.85p (5.8p) total.

There is no dividend. The last pay-out was in 1991.

## Owners Abroad

Details of the annual meeting of Owners Abroad were incorrect in yesterday's FT. It will be held tomorrow at Farmers & Fletchers' Hall, 3 Cloth St, London, EC1.

The sale proceeds will be used to reduce borrowings.

# Smiths Industries \$32m US expansion

By Tim Burt

Smiths Industries yesterday said it was expanding its industrial division, with the \$32m (£21.6m) cash acquisition of Tuto, the US heating coil manufacturer.

The privately-owned Temessee-based group is expected to complement the division's air conditioning and ducting operations.

Mr Roger Hurn, chairman, said: "Recent acquisitions have given our industrial group a strong focus in the heating and ventilation markets. Tuto fits in well with these existing businesses."

Those subsidiaries are dominated by Vem-Axia, the fan company acquired for £25m in December 1992.

An enlarged industrial division, however, is unlikely to overtake Smiths' main medical systems and aerospace activi-

ties.

Subsidiaries helped lift group sales to \$21.6m (£23.4m).

These subsidiaries were dominated by Scapa, the US publisher of fine art prints, which Quarto acquired last September with an initial £2.9m payment.

Reporting a pre-tax outcome of \$5.02m (£3.42m) for 1993, the US-registered group hailed signs of economic upturn in its markets - particularly North America - as the main factor behind the improvement.

Although the 1992 results were restated to reflect £551,000 of exceptional charges, underlying profits rose 26 per cent from a restated £3.97m.

Turnover also rose 26 per cent as contributions by new

have deteriorated slightly. Pressure on prices remains intense and we and our suppliers have to adjust to working in a low inflation and low growth environment.

He claimed the group's best prospects lay in further expansion in the US, where it has allocated \$5m (£3.4m) for acquisitions by Scapa. "US sales have increased from 42 per cent of turnover to 50 per cent and we expect it to stay above that level," he added.

That growth helped earnings per share rise 20 per cent to 19.7p (16.4p), while the final dividend is increased to 4p.

Mr Laurence Orbach, chairman, said: "Margins, both at the gross and pre-tax level,

are the year of 6p (£3.77p).

# Buoyant US demand behind Quarto advance

By Tim Burt

Quarto Group yesterday said it was expanding its industrial division, with the \$32m (£21.6m) cash acquisition of Tuto, the US heating coil manufacturer.

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An enlarged industrial division, however, is unlikely to overtake Smiths' main medical systems and aerospace activi-

ties.

Funds outstanding from the issue were used to reduce net borrowings from £7.4m to £3.4m and gearing declined from 81 per cent to 77 per cent.

While welcoming the figures, Mr Laurence Orbach, chairman, said: "Margins, both at the gross and pre-tax level,

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# Outsiders get foot in Burtons' doors

By Neil Buckley

After more than 90 years in the tailoring business, Burtons is contracting out its suits departments to an outside company in 350 of its 422 stores.

Burtons, the men's wear chain of Burton Group, is close to agreement with William Baird, which employs 360 people and produces more than 5m garments a year, to agreement with William Baird, which manufactures suits under the Centaur label to take over selling suits in the stores on a concession basis.

While details of the deal are still to be agreed, Baird is expected to manufacture all the stock and employ all the sales staff, with Burtons receiving a portion of the takings.

Baird has been operating suits concessions in the

group's Debenhams chain for some years. Burtons says selling suits requires high levels of staff training and customer service, which concessions are better able to provide.

Concessions also achieve higher sales per square foot, and better profit margins.

The move reflects a shift to a more casual clothing range in Burtons stores - the proportion of its sales accounted for by suits has fallen to about a third of the level in the early 1990s, and its smaller stores do not have suits departments.

The suit market has shrunk by about a third in the past two years, principally because of recession and a shift towards the wearing of casual clothing, especially at work.

The shares were suspended at 10.4p. The company said detailed proposals would be contained in a circular expected to be sent to shareholders in the next few days, together with the accounts for the year ending September 30.

Last July, when reporting a pre-tax loss of £1.7m on turnover of £22.5m, the company said it was considering a reconstruction of the balance sheet, including the conversion of loan stock and the elimination of the negative balance on the profit and loss account.

At present, the company is capitalised at £9.6m, including £4.75m worth of convertible unsecured loan stock. Interest on the loan stock due at March 31 will not be paid, but will be taken into account in the reconstruction.

The company said "a significant number" of institutional shareholders and stockholders had indicated support for its proposals.

# ALLIED RADIO restructure and rights

By David Blackwell

Allied Radio, the loss-making broadcaster to Surrey, Sussex and Hampshire, yesterday announced plans to reconstruct its share and loan capital and make a rights issue.

The shares were suspended at 10.4p. The company said detailed proposals would be contained in a circular expected to be sent to shareholders in the next few days, together with the accounts for the year ending September 30.

Last July, when reporting a pre-tax loss of £1.7m on turnover of £2

## COMPANY NEWS: UK

# British Land completes property transfer deal with Quantum Realty

By Vanessa Houlder,  
Property Correspondent

**British Land**, the property company, and **Quantum UK Realty Fund**, which is managed by **Mr George Soros**, the financier, have completed the transfer of 17 properties into their jointly-owned British Land Quantum Property Fund.

Taken together with a £128m acquisition of a portfolio from Royal Insurance, announced last month, and the purchase of a 29.9 per cent stake in Stanhope Properties, this brings the total invested in the property fund to £400m.

The 17 properties in the portfolio include six office buildings — the 104,000 sq ft Orchard Brae House in Edinburgh, the 19,000 sq ft Weltech Centre in Welwyn Garden City, the 265,000 sq ft Temple Court in Birmingham, which is under construction, the 27,000 sq ft Woodlands Court offices in Burgess Hill, the 230,000 sq ft Legal & General House in Regent's Place and the 106,000 sq ft York House in London's West End.

The retail component of the portfolio includes the 73,000 sq ft Eastgate Shopping Centre in Basildon. It also has a retail warehouse in Tunbridge Wells, three Tesco supermarkets in Bromley-by-Bow, Finchley and Sevenoaks; a pre-let retail warehouse development in



George Soros, manager of the Quantum UK Realty Fund

Reading and a Do It All retail warehouse in Reading.

The portfolio also includes the 122,000 sq ft United Biscuits distribution centre in Ashby de la Zouch, a 77,000 sq ft industrial warehouse complex in Middlesex and the Bateman's Flour Mill, a 2.2 acre development site.

British Land has also announced that it would satisfy part of its payment to Royal Insurance by the procurement from the market of 2m British Land shares at a price of £13p.

Completion of this share purchase is expected to take place on April 25, the same day as the purchase of the property portfolio.

Andersen, the only Big Six firm to start in the US rather than the UK, began operating

## Go-ahead for Courtaulds venture

By David Wighton

**Courtaulds**, the chemicals group, is to take a 7.5 per cent stake in the viscose and acrylic fibres joint venture with Hoechst of Germany, announced last May.

The final agreement, which had been awaiting approval by the competition authorities, includes put and call options exercisable after five years on Hoechst's 27.5 per cent stake.

The joint venture becomes operational immediately.

With its Courtaulds brand name, Courtaulds is market leader in producer-dyed acrylic fibre in Europe.

The joint venture will be the second largest producer in the European fibre industry, which has been suffering from overcapacity and Asian imports.

It will have about 30 per cent of the total viscose and 25 per cent of the total acrylic staple fibre capacity in Europe.

With its Courtaulds brand



## EARNINGS IN LINE WITH FORECASTS

Net earnings for the financial year 1993, excluding non-operating items, totalled FRF 1.173 billion, up 12.1% over 1992 (in millions of FRF)

	1993	1992	% variation
Net sales	23,501	21,441	+ 9.6%
R&D costs	2,299	2,076	+ 10.7%
Operating margin	2,453	2,199	+ 11.6%
Net earnings excluding non-operating items	1,173	1,046	+ 12.1%
Net earnings	823	1,046	- 21.3%
Working capital provided by operations	2,371	2,074	+ 17.7%
Investments **	1,623	1,585	+ 2.4%

\* before non-operating items  
\*\* excluding the acquisition/merger of Yves Saint Laurent, carried out via an FRF 3.129 billion capital increase

In 1993, Elf Sanofi reinforced its business strategies and pursued a rigorous cost-containment policy. The year was marked by:

- the acquisition/merger of Yves Saint Laurent, consolidated as of July 1, 1993, which affords a global dimension to the Perfumes and Beauty Products division;

- the acquisition of a majority stake in Chinolin by the Sanofi Winthrop Alliance;

- the signing of an agreement with Bristol Myers-Squibb for the co-development of two major compounds;

- the divestiture of most of the seeds division in Europe.

These policies, combined with the recovery of Yves Rocher, resulted in a 12.1% increase in net earnings excluding non-operating provisions to FRF 1.173 billion, despite the lack of economic growth in Europe, additional measures to contain healthcare expenditure and the full-year effects of currency devaluations.

The changes within the operating environment also led the company to anticipate adjustment measures that will be implemented in the course of the next three years. The related cost of FRF 350 million net of tax, was fully provided for in the accounts of the financial year 1993 through non-operating provisions.

Net earnings totalled FRF 823 million.

### Analysis by segment

Sales for the Human Healthcare segment registered a modest increase of 3.4% to FRF 12.6 billion.

The lower sales volumes recorded in Germany and Italy were offset by the growth registered in all other trading areas and the increase in sales of major pharmaceutical products.

Increased R&D costs, the effects of which were limited by the agreement forged with Bristol Myers-Squibb, resulted in a 3.9% drop in operating margin for the segment to FRF 1.917 billion.

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The interest rate applicable to the above notes in respect of the period commencing 31st March, 1994 will be 5.5% per annum.

The interest amounting to US \$ 139.79 per \$1,000 principal amount to the notes will be paid on the 30th September, 1994 against presentation of Coupon No. 13.

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## PEOPLE

## David Kendall to chair Meyer



Meyer International, the building products group which owns the Jewson chain of builders' merchants, has filled the vacancy created by Richard Jewson's decision to step down as chairman at the end of last year.

David Kendall, a former chief executive of BP Oil between 1988 and 1989 and chairman of Bumil until September last year, was yesterday named as Meyer's non-executive chairman.

Kendall, 58, will take up his new post from the start of next month. He currently holds a number of non-executive directorships, including the chairmanships of Ruberoid and Whiterock.

His appointment follows a board decision last year to split the roles of chairman and chief executive at Meyer, in line with the Cadbury committee recommendations. That decision led Richard Jewson to announce in September that he was stepping down as chairman and chief executive from the end of December.

executive at Meyer, in line with the Cadbury committee recommendations. That decision led Richard Jewson to announce in September that he was stepping down as chairman and chief executive from the end of December.

At the time Jewson, who became chairman in 1991, explained that while he did not disagree with his board's decision to divide the two roles, he "did not want to become a non-executive chairman, having worked 'hands-on', nor did he wish to go back to being chief executive, his earlier post."

Jewson was succeeded as chief executive by John Dobby, managing director since October 1991. Yesterday Dobby said the board, which already includes three non-executive directors, had been able "to take its time" to appoint a new chairman and was "delighted" to have found David Kendall.

Donald Ford, 58, announced his retirement as a non-executive director following six years on the Meyer board and will be replaced in due course.

## Finance moves

■ Robert Morrow (below), 44, takes over next week from Riad Ghali, 48, as the London-based head of Bank of America's operations in its EMEA area. Morrow, an executive vice president who



has worked at Wells Fargo and Merrill Lynch, joined Bank of America in 1990 and since August has been responsible for relationship management in EMEA.

■ Neil Richardson, who was recently appointed investment director of Glensila, was involved in giving advice mainly on valuation and tax when STG sold its stake in ICL to Fujitsu. The transaction was created by Arthur Walsh, the chairman, and negotiated by Kenneth Gardner, vice-president of mergers and acquisitions.

■ Lord Cayer is retiring at the age of 84 as executive chairman of CALEDONIA INVESTMENTS but will remain a non-executive director and president. Lord Rotherwick, 81, former deputy chairman, is also retiring.

Peter Buckley, chief executive, also becomes chairman.

■ John Andrew and Robert Hingley have been appointed to the board of J. HENRY SCHRODER Wagg. David Gibson and Richard Mountford have been appointed directors of Schroder Investment Management. Robert Davy has been appointed a director of Schroder Capital

Management International, and Daniel Wherrett a director of Schroder Securities.

■ Phillip Rosenberg has been appointed head of sales in the funds division of CREDIT LYONNAIS ROUSE; he moves from Lehman Brothers.

■ David Robbie, formerly md of Standard Bank in the Isle of Man, has been appointed md of Tyndall Bank International, also in the Isle of Man; he succeeds Barry Tippett, who has decided to step down for a short break.

## Chambré picked for Bespak

Bob King is stepping down in the spring as chief executive of Bespak, the medical equipment manufacturer, as he will reach the company's retirement age of 65 in June. But he will be staying on as a fairly active chairman, assisting Peter Chambré, 38, the newly-appointed chief executive.

King says the company looked at a number of candidates to replace him, using the services of headhunter Norman Broadbent, but that Chambré "was the unanimous choice of the board. There comes a time when it's appropriate to take more of a back seat."

"We have some current problems, particularly in the US, so we need someone who will make sure the business is

looked after well," says King. Last December the company announced first-half profits down by 43 per cent at £2.85m, thanks largely to uncertainty in the US healthcare market. Bespak relies on one US company, US Surgical Corporation, for 33 per cent of its sales.

Chambré started his career in sales with Cadbury Schweppes, spending two years there before moving on to a five-year stint in various brand management roles with Unilever. He worked for Bain & Co for a further five years, then on to Cope Allman Packaging and, most recently, with Caradon.

■ Colin Stanley, director general of the British Printing Industries Federation, is leaving in September after more than six years with the federation.

Stanley, 57, says he believes there is a right length of time to spend in such a post. It is a source of satisfaction, he says, that he will be handing over to

To Rudolph Agnew falls the job of leading Lasmo back from the wilderness. The struggling oil company, which recently passed its dividend, yesterday named Agnew to succeed Lord Rees who steps down as chairman next month.

Agnew is an experienced boardroom hand, of course. As chairman of Consolidated Gold Fields, he fought off the 1988

takeover bid by Minerva, only

to agree a sale to Hanson, on whose board he subsequently sat. He has held several other

chairmanships including Stena

Line and TVS, and is non-ex

ecutive director of numerous

other companies, among them

Newmont Mining and Stan

dard Chartered.

His mining experience has

taken him that "there's no

future in predicting the

commodity price. You've got to get

down to being a low-cost pro

ducer of whatever you pro

duce."

As for the oil price,

"you must assume that it's

going to be low," he said yes

terday.

## Asian Capital Markets

London, 28 & 29 April 1994

The rapid growth of Asia's economies has caught the attention of investors worldwide. This in turn is creating a demand for deeper knowledge about individual markets, the economic and political factors driving their growth, as well as the practical ways the markets can be accessed and managed.

This two-day meeting will bring together a distinguished panel of speakers to assess the crucial issues relating to capital market investments in the region.

Speakers include:

**Mr Manmohan Singh**  
Minister of Finance, India

**Mr Francis Leung**  
Peregrine Investments Holdings Limited

**Dr Mark Mobius**  
Templeton Investment Management (Hong Kong) Ltd

**Mr Shijuro Ogata**  
Yamaichi Securities Co Ltd

**Dr Satish Jha**  
Former Chief Economist  
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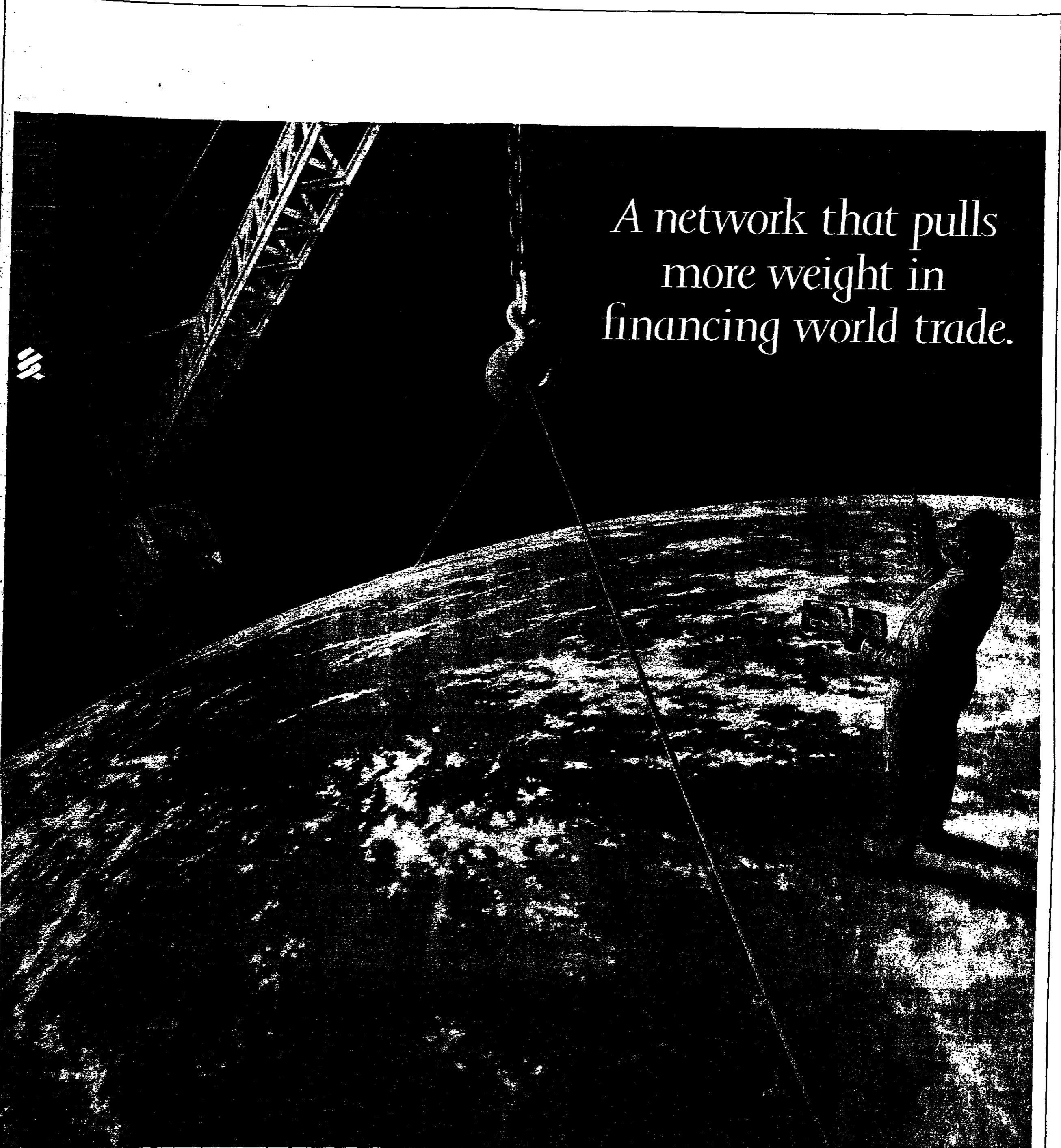
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## COMMODITIES AND AGRICULTURE

# US funds push oil price above \$14 a barrel

By David Lescelle, Resources Editor

Oil prices held on to their sharp Easter Monday gains yesterday as European markets resumed trading after the holiday.

The benchmark Brent blend May futures contract was at \$14.34 a barrel in late trading on London's International Petroleum Exchange, 13 cents off the day's high but a five-year low early last week.

The question now facing dealers is whether the latest gains can be sustained. The market fundamentals have not altered, but oil demand faces its period of greatest seasonal weakness as the northern hemisphere advances into summer.

## MARKET REPORT

## Copper surrenders gains

COPPER prices surrendered early gains at the London Metal Exchange yesterday afternoon to end only just above last Thursday's levels. But other metals picked themselves from their lows by the close.

"It was a very mixed day - not a great deal of business, and nothing going in any direction for long," commented one trader. He suggested there might have been "a bit of an Easter hangover".

Copper prices struggled after an inconclusive break above \$1,910 a tonne for three months delivery. By the close of the after-hours "kerb" session the price was threatening to fall below the \$1,900 level and test downside targets around \$1,880.

ALUMINUM prices moved in the other direction, the three month pushing through a \$1,310 target, although fairly stiff resistance was found above that level. Late commission house selling trimmed off

Strong buying in the US markets on Monday left the oil price at its highest point for two months.

The change in sentiment came despite the recent agreement by Opec to leave its 24.82m-barrels-a-day production ceiling unchanged for the rest of the year. The agreement helped drive the Brent price below \$13 a barrel to a five-year low early last week.

The question now facing dealers is whether the latest gains can be sustained. The market fundamentals have not altered, but oil demand faces its period of greatest seasonal weakness as the northern hemisphere advances into summer.

## Chicago futures battered

By Laurie Morse in Chicago

Rising interest rates and higher oil prices battered most agricultural and metals markets on Monday, with commodities as diverse as soybeans, silver, and lumber coming under pressure as investors liquidated positions.

In New York, silver futures lost more than 19 cents a troy ounce, while in Chicago, soybean futures tumbled 30 cents a bushel, the largest decline allowed at the Board of Trade. Lumber futures also dropped their daily limit of \$0.10 a thousand board feet.

In early trading yesterday commodity prices had stabilised, but few markets were rebounding from Monday's losses, despite a recovery in the US stock market.

Analysts said falling bond and stock prices forced some large hedge fund investors to liquidate commodity positions to meet margin calls. Silver and soybean futures, popular as hedge fund investments, bore the brunt of the selling because higher mortgage rates were expected to discourage new home construction.

Soyabeans came under particular pressure in the wake of a government report that showed US farmers intend to plant 61.6m acres to the crop this spring, about 3m more than last year. The report was released after Thursday's close but futures markets were closed on Friday.

With a record soybean crop being harvested in South America and forecasts of higher US plantings, Mr Richard Feltes, senior grains analyst with Refco, the commodities brokerage firm, forecast that stocks would rise to 335m bushels in the US this year, significantly higher than in the past two years. He said global production estimated would warrant soybean futures prices closer to \$5.00 a bushel, far lower than Monday's close of \$6.53 for July delivery.

some of the market's gains and final business was at \$1,314, up \$8 up from Thursday.

At the London Commodity Exchange COFFEE futures managed to stage a sharp recovery in the afternoon after a troubled start. The July position finished \$22 higher at \$1,385 after beginning in the minus column following the overnight reverse in New York.

"I managed to hold this morning though, and then there was aggressive buying from one quarter," one dealer said, adding that that had prompted investment funds to move in.

Compiled from Reuter

LME WAREHOUSE STOCKS (as at start of week)	
	tonnes
Aluminum	-6,050 to 2,592,450
Aluminum alloy	-840 to 44,300
Copper	-4,525 to 504,350
Lens	-2,275 to 67
Nickel	-720 to 13,700
Zinc	+12,200 to 1,116,400
Tin	+23 to 24,115

## BASE METALS

## LONDON METAL EXCHANGE (Prices from Amalgamated Metal Trading)

## ■ ALUMINUM, 99.7 PURITY (\$ per tonne)

Close 1290-1 1315-5-6 Previous 1230-1 1314-6 High/Low 1285 1318/1306 AM Official 1285-5.1 1309.5-10 Kerb close 1313-4 Open int. 266,500 Total daily turnover 4,150

## ■ ALUMINUM ALLOY (\$ per tonne)

Close 1285-65 1300-05 Previous 1272-5 1286-50 High/Low 1255-1283 AM Official 1290-2 1295-30 Kerb close 1290-3 Open int. 4,570 Total daily turnover 1,881

## ■ LEAD (\$ per tonne)

Close 442.5-3.5 448.7-7 Previous 444.5-5.5 457.5-8 High/Low 459-450 AM Official 437.5-8.5 451.5-92 Kerb close 456-7 Open int. 33,015 Total daily turnover 5,685

## ■ NICKEL (\$ per tonne)

Close 5560-1 5620-5 Previous 5575-85 5640-5 High/Low 5584/5583 5650/5650 AM Official 5583-6 5640-5 Kerb close 5620-10 Open int. 48,056 Total daily turnover 12,974

## ■ TIN (\$ per tonne)

Close 926-8 936-8 Previous 934-5 947-8 High/Low 957/951 AM Official 930-30.5 951-51.5 Kerb close 931-30.5 Open int. 105,935 Total daily turnover 4,223

## ■ ZINC, special high grade (\$ per tonne)

Close 1,882-3 1904-5 Previous 1,876-7 1888-8 High/Low 1,897/1,896 1913/1901 AM Official 1,899-7.5 1906-9 Kerb close 1,901-15 Open int. 207,108 Total daily turnover 77,190

## ■ LME Official CTS rate, 14,661

Spot: 1,425 3 mths: 1,453 6 mths: 1,459 9 mths: 1,461 12 mths: 1,461

## ■ HIGH GRADE COPPER (COMEX)

Close 1,387-40 1,387-40 Previous 1,387-40 1,387-40 High/Low 1,387-40 1,387-40 AM Official 1,387-40 1,387-40 Kerb close 1,387-40 Open int. 283,771 Total daily turnover 2,226

## ■ CRUDE OIL, IPE (\$/barrel)

Latest Day's price change High Low Int Vol

May +1.08 14.47 14.05 5,1008 20,036

Jun +0.92 14.47 14.22 4,551 20,409

Jul +0.99 14.54 14.23 18,409 3,509

Aug +0.54 14.59 14.68 14,125 12,354

Sep +0.65 14.64 14.68 4,453 1,250

Oct +0.50 14.59 14.65 4,532 1,250

Total 14,49 +0.73 14.55 4,575 2,997

■ HEATING OIL NYMEX (42,000 US gallons, \$/barrel)

Latest Day's price change High Low Int Vol

May +0.07 14.47 14.05 5,1008 20,036

Jun +0.88 14.47 14.22 4,551 20,409

Jul +0.70 14.54 14.23 18,409 3,509

Aug +0.70 14.54 14.68 14,125 12,354

Sep +0.65 14.64 14.68 4,453 1,250

Oct +0.50 14.59 14.65 4,532 1,250

Total 14,49 +0.73 14.55 4,575 2,997

## ■ CRUDE OIL NYMEX (42,000 US gallons, \$/barrel)

Latest Day's price change High Low Int Vol

May +0.07 14.47 14.05 5,1008 20,036

Jun +0.88 14.47 14.22 4,551 20,409

Jul +0.70 14.54 14.23 18,409 3,509

Aug +0.70 14.54 14.68 14,125 12,354

Sep +0.65 14.64 14.68 4,453 1,250

Oct +0.50 14.59 14.65 4,532 1,250

Total 14,49 +0.73 14.55 4,575 2,997

## ■ GAS OIL NYMEX (\$/tonne)

Latest Day's price change High Low Int Vol

May +0.05 14.47 14.05 5,1008 20,036

Jun +0.88 14.47 14.22 4,551 20,409

Jul +0.70 14.54 14.23 18,409 3,509

Aug +0.70 14.54 14.68 14,125 12,354

Sep +0.65 14.64 14.68 4,453 1,250

Oct +0.50 14.59 14.65 4,532 1,250

Total 14,49 +0.73 14.55 4,575 2,997

## ■ PRECIOS METALS

## ■ LONDON BULLION MARKET (Prices supplied by N M Rothschild)

## Gold (Troy oz.)

Close 385.20-385.60

Opening 387.80-388.30

Morning Int. 387.40 283.771

Afternoon Int. 387.40 282.324

Day's High 387.80-388.30

Day's Low 384.00-384.40

Previous close 386.50-386.90

1 month 3.65-3.76

2 months 3.50-3.54

3 months 3.55-3.56

Silver Pts.

Spot: 384.40 US ctg. equiv.

3 months: 389.25

6 months: 394.00

1 year: 404.30

Gold Coins S price

Kingsman: 389.382

Maple Leaf: 398.40-398.90

New Sovereign: 91.94

22-65

## PRECIOUS METALS

## ■ GOLD COMEX (100 Troy oz.; \$/troy oz.)

Sett Day's price change High Low Int Vol

Apr +0.09 384.4 383.3 2,975 1,021

May +0.09 385.4 -3.0 380.0 1,021 101

Jun +0.09 386.7 -2.0 380.0 1,021 102

Aug +0.09 391.4 -3.0 381.8 1,021 102

Oct +0.09 392.2 -2.0 381.8 1,021 102

Dec +0.09 395.1 -2.0 397.5 1,021 101

Total 386.50-397.5 1,021 101

## ■ PLATINUM NYMEX (100 Troy oz.; \$/troy oz.)

Sett Day's price change High Low Int Vol

Apr +0.74 407.4 407.2 1,071 287

Jul +0.74 410.4 409.5 409.3 2,987

Oct +0.74 410.9 411.5 411.2 1,021

Dec +0.74 411.5 411.5 411.2 1,021

Total 407.40-411.5 1,021

## ■ PALLADIUM NYMEX (100 Troy oz.; \$/troy oz.)

Sett Day's price change High Low Int Vol

Apr +0.74 407.4 407.2 1,071 287

Jul +0.74 410.4 409.5 409.3 2,987

Oct +0.74 410.9 411.5 411.2 1,021

Dec +0.

## LONDON STOCK EXCHANGE

## MARKET REPORT

## Shares close an erratic session sharply higher

By Terry Byland,  
UK Stock Market Editor

The London market lived up to its recent reputation for volatility yesterday, moving through a range of nearly 70 Foothold points before closing sharply higher on the day as Wall Street belied the pundits by opening the new session with a show of strength.

The FT-SE 100 Index gained a net 20.8 at 3,116.2, led above the 3,100 mark again by active buying of stock index futures. Equities made the running in the second half of the session, without waiting for a rally in British government bonds as US Federal securities also recovered ground. Interest rate nervousness was also soothed by the announcement that today's money market repo tender at the Bundes-

bank would revert to a variable rate, raising hopes that rates will be trimmed again in Germany this morning.

Although impressed by the turn-round in the stock market yesterday, strategists sounded wary of predicting the near term outlook. Dealers had marked share prices down sharply at the opening after London analysts hastened to line themselves up behind predictions that Wall Street's weakness over Easter spelled danger for European markets. Forecasts of a Footsie down to 2,900, and Dow Average at 3,200, originally put forward by Mr Nicholas Knight of Nomura Research, suddenly became the order of the day at a number of leading securities houses.

But the sellers of equities failed to oblige and by the second half of the

day, analysts interpreted yesterday's performance as further evidence that investors are now focusing on the improved outlook for British companies as the economy recovers.

The past month has seen significant increases in dividend payments, which has put some stocks on dividend yields of nearly 5 per cent. These yields will enable equities to withstand the tightening of interest rates now expected by many analysts before the end of the year.

Traders admitted to some bewilderment when share prices began to rise sharply, although both short sterling and near-dated government bonds appeared to be signalling doubts over the near term outlook for domestic interest rates. Some

analysts interpreted yesterday's performance by equities as further evidence that investors are now focusing on the improved outlook for British companies as the economy recovers.

The past month has seen significant increases in dividend payments, which has put some stocks on dividend yields of nearly 5 per cent. These yields will enable equities to withstand the tightening of interest rates now expected by many analysts before the end of the year.

But against these more optimistic comments, there were still many expressing bearish views. These pointed out that Wall Street, too, had been oversold over the Easter break, and that the recovery in the Dow Average would have to be maintained for several sessions if it were to be convincing.

## Reuters hit by switching

Electronic news and information group Reuters Holdings fell sharply on heavy turnover in spite of positive news as one investor was said to be shifting funds into a derivative version of the stock yesterday.

The shares had fallen by some \$2.50 in the US on Monday and were marked down at the start of trading in London

yesterday to bring them back in line with the American Depository Receipts. However, as London and New York prices recovered, Reuters remained in the doldrums and closed 35 off at 1925p.

Marketeers said there was selling of the ordinary shares to buy Daily Mail Group bonds. The 10-year bonds issued last summer are convertible into Reuters shares.

Turnover of 4.7m shares - the third highest in more than three years - did suggest that prices were not being merely marked lower following jitters in New York. And the weakness came on a day when Reuters announced that Citicorp,

the US bank, was paying \$30m plus redundancy costs for Reuters to take the ailing Quotron dealing system group off its hands. The sell-off also came ahead of a presentation by Mr Peter Job, Reuters' chief executive, to analysts today and the company's annual meeting next week.

## Vodafone strength

Cellular telephones group Vodafone outpaced the market's other leading telecoms stocks, delivering one of the best individual performances in the FT-SE 100 after announcing a record number of new subscribers.

Yesterday's final trading day of the UK tax year and there were signs that institutions were buying ahead of expected demand from private client funds. Once

In March 58,500 new subscribers signed up with Vodafone, topping the previous monthly record achieved in December 1993, and giving Vodafone a customer base of 1.17m subscribers.

The March sales helped offset the impact of press comment highlighting the threat to existing cellular companies by the imminent launch of Orange, Hutchison Telecom's new mobile telephone service.

Vodafone raced up to 536p after good turnover of 1.7m. BT firm'd 4% to 330p after news that BT's Cellnet attracted 46,900 new customers last month, taking its subscriber base through the 1m mark.

Cable and Wireless, whose One-2-One system is seen as most vulnerable to competition from Orange, lost 3 at 450p.

News that Channel Tunnel operator Eurotunnel had settled its long dispute with construction consortium TML weakened the stock amid fears that the company would be making a bigger than anticipated rights issue. The market was surprised to hear that Swiss Bank Corporation has emerged as one of the lead underwriters of the rights issue.

Eurotunnel closed 10 lower at 50p, with market watchers focusing on reports that its anticipated rights issue, originally intended to raise £500m before the end of June, may now be in the region of £750m. The company said it is to seek shareholder approval for the issue of 15m shares should the need arise.

A sudden burst of strength in crude oil prices, amid stories that some of the big international hedge funds have been bailing out of stocks and bonds and shifting cash into crude oil futures, helped oil shares rise. The biggest impact was on the exploration and production sector, usually more sensitive than integrated oil stocks to swings in oil prices. Enterprise jumped 10 to 408p. The company's stake in the Scott Field increased from 12.9 per cent to 13.5 per cent.

The appointment of Mr Rudolph Agnew as chairman of Lasono from May 24, was given a good reception. Lasono subsequently fulfilled a strong opening on Wall Street, which fell to 118p

shortly after the market opened, rallied to close a net 3 higher at 124p.

The financial areas of the market were the first to respond to the early afternoon strength in UK equities. Hopes, subsequently fulfilled, of a

strong opening on Wall Street

## LONDON EQUITIES

## RISES AND FALLS YESTERDAY

	Open	High	Low	Close	Chg.	Pct.
All Stocks	2,916.2	3,016.2	2,906.2	3,016.2	+100.0	+3.4%
FT-SE 100	3,116.2	3,126.2	3,106.2	3,116.2	+10.0	+0.3%
FT-SE Mid 250	3,074.0	3,075.0	3,073.0	3,074.0	+0.0	+0.0%
FT-SE All Share	1,559.1	1,559.1	1,558.2	1,559.1	+0.1	+0.0%

Data based on those companies listed on the London Stock Exchange.

## LONDON RECENT ISSUES: EQUITIES

## ISSUE AMT Mkt. price paid p. up cap. High Stock

## Close price p. +/- Nat. div. Div. cov. yield P/E ratio

## Batch Funds

## Other float interest

## Mineral Extraction

## General Manufactures

## Consumer Goods

## Services

## Financials

## Investment Trusts

## Others

## Total

## 575 908 1149

Data not available to publish the Traditional Options table today.

## LONDON STOCK EXCHANGE

## FT-SE-A All-Share Index

## Turnover by volume traded, including inter-market business and overseas turnover

## Key Indicators

## Indices and ratios

## FT-SE 100 3116.2 +2.9

## FT-SE Mid 250 3783.0 +10.1

## FT-SE-A Non Fins p/c 20.61 +20.54

## FT-SE 100 Jun 3127.0 +40.0

## 10 yr Gilt yield 7.62 (7.55)

## Long gilt/equity yield ratio 2.15 (2.12)

## Worst performing sectors

## 1 Tobacco +2.9

## 2 Other Bus &amp; Ser +1.1

## 3 Extractive Inds +0.7

## 4 Health Care +0.7

## 5 Engineering +0.6

## Business to Gregg's. The deal would represent a small disposal for AB Foods but double Gregg's outlets. Gregg's shares were steady at 74p.

News that Kwik Save, the food discount company, was cutting the price of many of its top brands in its stores restrained the shares after an early bounce. The stock rose 10 in a weak morning market and remained unchanged at 81p as rival stocks rebounded.

Engineering and aerospace group Smiths Industries fell 9 to 465p, after it announced a \$21.6m acquisition of a US manufacturer of electrical heating elements.

The market appreciated an \$80m acquisition by property and transport group P&O. The shares settled 17 up at 182p.

General Accident was the pick of the composite insurancees, the shares surging 24 to 644p after turnover of 1.3m on talk of strong support from Morgan Stanley, the influential US investment bank.

United Biscuits, Britain's largest biscuits and snacks manufacturer, performed well on speculation that RJR Nabisco of the US is about to sell its tobacco interests and will then be looking to make food purchases. UB shares added 13 at 345p. The rumour was prompted by a weekend press article which said Nabisco was poised to offload its RJ Reynolds tobacco business to BAT Industries for some \$6.5bn. BAT bounced 14 to 472p.

Tightly held AB Foods jumped 18 to 577p on strong suggestions that the group was poised to sell its retail bakery

shares settled 17 up at 175p.

Other big moves

Housebuilding and construction group George Wimpey jumped 11 to 198p after taking full control of its West of England subsidiary Wimpey Hobbs.

International Business Communications gained 21 to 207p following a sharp upturn in profits in 1993.

USM-listed Proteus International, which announced a one-for-seven cash call last week, slipped below the rights issue price to close 7 off at 175p.

## MARKET REPORTERS:

## Joel Kibazo, Steve Thompson, Peter John.

## ■ Other statistics, Page 23

## EQUITY SHARES TRADED

## Turnover by volume traded, including inter-market business and overseas turnover

## FT-SE-A All-Share Index

## Source: FT Graphics

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Source: FT Graphics Jan Feb Mar Apr

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### **FT MANAGED FUNDS SERVICE**

• FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (071) 873 4378 for more details.

## **INSURANCES**

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## **FT MANAGED FUNDS SERVICE**

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Ref	Offer	Price	+/-	Yield	Yield	Ref	Offer	Price	+/-	Yield	Yield	Ref	Offer	Price	+/-	Yield	Yield	Ref	Offer	Price	+/-	Yield	Yield	
<b>EUROPEAN FUND LISTINGS</b>																								
ESG20 International Limited - Contd.																								
MTS London Assets																								
Armenia Fund Mar-10	1,070.00	1,068.00	-2.00																					
Argent Trust Fund - "Argent" Fund																								
Argus Trust Fund - "Argus" Fund																								
Argus Shared	1,070.00	1,068.00	-2.00																					
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**MANAGED FUND NOTES**  
 Prices are in par value unless otherwise indicated and are  
 designated with a plus (+) or minus (-) sign. Yields  
 allow for all buying expenses. Prices of certain older funds  
 are stated prices subject to market gains or loss on sale.  
 Disclosure form of U.S. funds, a Prospectus presentation information  
 plus a Statement of Additional Information, is available from  
 Distributors for Collective Investments in Trusts and Unit Investment Trusts.  
 x Offered price includes all expenses except operating  
 expenses, a Prospectus' day's price, 10% Management Fee,  
 Suspended. + Yield before Jersey tax. -1+ Estimation.  
 Only available to charitable bodies. + Yield estimate after  
 removal of all NAV expenses, net of dividend.  
 \* For funds in SII categories. The regulatory authorities  
 of each fund in Germany, France, Italy, Spain, Portugal, and  
 Ireland; Central Bank of Ireland; bank of Luxembourg;  
 Supervisory Commission, Jersey; Prospectus, Circular, and  
 Annual Report.

MARKETS REPORT

## Sharp rise for the dollar

The dollar yesterday rose sharply in early New York trading on the back of a strong showing from US bond and equity markets, writes Philip Gash.

Improved sentiment helped by follow-through buying after last Friday's strong set of employment data, helped the US currency recover from recent lows, it finished at Es101.63 against the D-Mark from DM1.6788 before the long weekend.

Analysts were cautious, however, about signalling a turnaround in fortunes for the dollar, which underperformed expectations during the first quarter. Mr Jim Cramer, international economist at Chase Manhattan, commented: "Price activity in the last few weeks has been a case of two steps forward, three steps back."

Elsewhere, the D-Mark was slightly weaker in Europe, but sterling had a better day with the sterling index finishing at 79.3 from 78.9 where it started trading.

After a quiet start, the dollar rose sharply in the European afternoon when US equity markets opened. A key factor in the US currency's recent weakness has been the uncertainty in bond and equity markets since the Federal Reserve first tightened policy on February 4.

But yesterday's rally in New York served as a reminder to the market that there remain good fundamental grounds for believing in a stronger dollar.

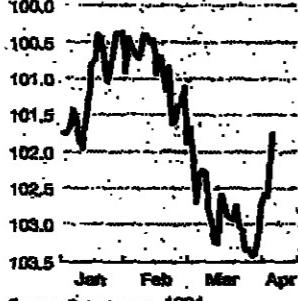
Principal amongst these are an interest rate differential moving gradually in the US's favour, as German rates (and most of Europe with them) fall and US rates rise; and a growth argument - the fact that the US is enjoying stronger growth than any of the other leading economies.

On the other hand, investors are only likely to believe that the dollar's rally is sustainable when it becomes clear that a measure of calm has returned to US bond and equity markets.

There is a further uncertainty. Mr Steve Barrow, economist at Chemical bank comments: "The market is grappling with the idea of

### Escudo

Against the DM (Escudo per DM)



Source: Comtrex 1994.

■ In New York

Apr 5 - Latest - Pm. close -

1 min 1,4530 1,4685

3 min 1,4610 1,4645

1 yr 1,4520 1,4613

103.5 Jet Feb Mar Apr

Source: Comtrex 1994.

■ In London

Apr 5 - Latest - Pm. close -

1 min 1,4530 1,4685

3 min 1,4610 1,4645

1 yr 1,4520 1,4613

103.5 Jet Feb Mar Apr

Source: Comtrex 1994.

■ In Paris

Apr 5 - Latest - Pm. close -

1 min 1,4530 1,4685

3 min 1,4610 1,4645

1 yr 1,4520 1,4613

103.5 Jet Feb Mar Apr

Source: Comtrex 1994.

■ In Tokyo

Apr 5 - Latest - Pm. close -

1 min 1,4530 1,4685

3 min 1,4610 1,4645

1 yr 1,4520 1,4613

103.5 Jet Feb Mar Apr

Source: Comtrex 1994.

■ In Hong Kong

Apr 5 - Latest - Pm. close -

1 min 1,4530 1,4685

3 min 1,4610 1,4645

1 yr 1,4520 1,4613

103.5 Jet Feb Mar Apr

Source: Comtrex 1994.

■ In Seoul

Apr 5 - Latest - Pm. close -

1 min 1,4530 1,4685

3 min 1,4610 1,4645

1 yr 1,4520 1,4613

103.5 Jet Feb Mar Apr

Source: Comtrex 1994.

■ In Singapore

Apr 5 - Latest - Pm. close -

1 min 1,4530 1,4685

3 min 1,4610 1,4645

1 yr 1,4520 1,4613

103.5 Jet Feb Mar Apr

Source: Comtrex 1994.

■ In Sydney

Apr 5 - Latest - Pm. close -

1 min 1,4530 1,4685

3 min 1,4610 1,4645

1 yr 1,4520 1,4613

103.5 Jet Feb Mar Apr

Source: Comtrex 1994.

■ In Frankfurt

Apr 5 - Latest - Pm. close -

1 min 1,4530 1,4685

3 min 1,4610 1,4645

1 yr 1,4520 1,4613

103.5 Jet Feb Mar Apr

Source: Comtrex 1994.

■ In Paris

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1 min 1,4530 1,4685

3 min 1,4610 1,4645

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103.5 Jet Feb Mar Apr

Source: Comtrex 1994.

■ In Tokyo

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103.5 Jet Feb Mar Apr

Source: Comtrex 1994.

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Source: Comtrex 1994.

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Source: Comtrex 1994.

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1 yr 1,4520 1,4613

103.5 Jet Feb Mar Apr

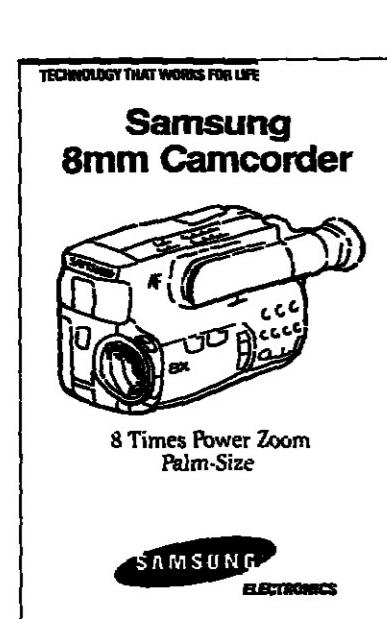
Source: Comtrex 1994.



## **NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

*4 pm close April 5*

A		B		C		D		E		F		G		H		I		J		K		L		M		N		O		P		Q																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
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GET YOUR HOW

# **NYSE COMPOSITE PRICES**

*pm close April 5*

		Yld	Pv	Stk	Div	High	Low	Close	Chg.
	Low Stock	%	%	1994				Stock	Price
<b>Continued from previous page</b>									
12-13% Styro	0.36	2.5	5	805	144	157	141	141	+1
27-19% Safeway				24,424	243	232	243	243	+1
4-6% Safeway/F96				78	54	55	54	54	+1
50-54% SaksPaper	0.20	0.4286	100	54.5	53	54.5	53	53	+1
29-30% Salter	1.80	6.1	15	23	23.4	23	23.4	23.4	+1
70-75% Sam's Club	1.00	3.8	7	1,539	76.5	75	75	75	+1
6-8% Sam's Club				9	47	74	73	73	+1
42-52% Sam's Club	1.40	3.2	8	2,926	434	422	422	422	+1
11-13% Samson Br	0.34	2.7		602	124	124	124	124	+1
44-46% Samson	0.64	1.3	6	4,461	63.5	62	62	62	+1
25-27% Sam's Club	1.52	8.8	12	288	22.2	22	22	22	+1
10-72% Sam's Club	0.18	2.1	5	2,160	75	75	74	74	+1
40-54% Samson/F96	2.50	7.5	17	45	37.5	35.5	35.5	35.5	+1
21-23% Samson	0.10	0.4	12	8,874	23.5	23.4	23.4	23.4	+1
26-28% Samson	0.84	2.9	14	6,123	22.5	21.5	21.5	21.5	+1
44-46% Samson Corp	2.82	6.2	12	315	45.5	44.5	44.5	44.5	+1
16-28% Samson	1.42	8.5	11	8,107	16.5	16.5	16.5	16.5	+1
35-52% Samson/F96				27	48.5	38.5	38.5	38.5	+1
54-52% Samson	1.80	3.2	13	6,648	57	56.5	56.5	56.5	+1
80-84% Samson	1.20	2.2	22	6,679	52	52	52	52	+1
23-25% Samson/F96				30	58	10.2	10.2	10.2	+1
5-6% Samson				30	58	10.2	10.2	10.2	+1
25-26% Sam's	0.12	0.4	57	2,024	25	25	25	25	+1
40-42% Sam's	0.80	1.0	10	10,440	42.5	41.5	41.5	41.5	+1
75-78% Samson/F96	0.20	1.0	6	641	20.5	19.5	19.5	19.5	+1
54-56% Samson/F96	0.18	1.5		10	10	10	10	10	+1
18-20% Samson/F96	0.70	4.1	8	5	15.5	15.5	15.5	15.5	+1
15-16% Samson/F96	1.40	8.4		5	15.5	15.5	15.5	15.5	+1
31-34% Samson	0.50	2.0	35	2,527	24.5	24.5	24.5	24.5	+1
23-25% Samson En				20	92	21.5	21.5	21.5	+1
27-28% Samson Air				20	92	27.5	27.5	27.5	+1
42-43% Samson				20	92	27.5	27.5	27.5	+1
71-74% Samson Seal	1.80	3.4	7	7,152	47	45.5	45.5	45.5	+1
51-54% Samson Seal	0.84	7.0	15	163	12	11.5	11.5	11.5	+1
31-34% Samson Seal	0.80	8.5	5	24,401	31	30.5	30.5	30.5	+1
24-26% Samson Seal	0.42	1.7	20	2,661	22.5	22	22	22	+1
22-24% Samson Seal	0.92	3.2	12	365	24.5	24	24	24	+1
25-27% Samson Seal	0.22	15	25	2,695	24.5	23.5	23.5	23.5	+1
11-12% Samson Seal	0.80	4.0	18	4,549	20.5	20	20	20	+1
11-12% Samson Seal	0.22	23	25	18	12	12	12	12	+1
56-58% Sam's Seal	3.07	5.3	18	887	58.5	57.5	57.5	57.5	+1
31-34% Sam's Seal	0.50	1.7	17	2,448	32.5	31.5	31.5	31.5	+1
20-21% Sam's Seal				14	1305	22	21.5	21.5	+1
16-17% Sam's Seal	0.10	0.8	18	881	17.5	16.5	16.5	16.5	+1
18-19% Sam's Seal	1.12	5.9	11	1,100	17.5	16.5	16.5	16.5	+1
24-26% Sam's Seal	0.22	2.5	18	881	17.5	16.5	16.5	16.5	+1
24-26% Sam's Seal	0.22	2.5	18	881	17.5	16.5	16.5	16.5	+1
24-26% Sam's Seal	0.22	2.5	18	881	17.5	16.5	16.5	16.5	+1
27-28% Sam's Seal	1.22	4.3	14	25	25	24.5	24.5	24.5	+1
24-26% Sam's Seal	1.22	4.3	14	25	25	24.5	24.5	24.5	+1
20-21% Sam's Seal	0.52	2.4	14	327	21.5	20.5	20.5	20.5	+1
20-22% Sam's Seal	0.48	1.9	19	4,248	25	24.5	24.5	24.5	+1
37-39% Sam's Seal	1.03	2.5	20	772	41.5	40.5	40.5	40.5	+1
17-18% Sam's Seal	0.34	1.3	23	2,553	15.5	15.5	15.5	15.5	+1
24-26% Sam's Seal				31	2553	30.5	29.5	29.5	+1
26-28% Sam's Seal				31	2553	30.5	29.5	29.5	+1
26-28% Sam's Seal				31	2553	30.5	29.5	29.5	+1
26-28% Sam's Seal				31	2553	30.5	29.5	29.5	+1
26-28% Sam's Seal				31	2553	30.5	29.5	29.5	+1
26-28% Sam's Seal				31	2553	30.5	29.5	29.5	+1
48-50% Sam's Seal	0.47	0.5122	72	581	57.5	57.5	57.5	57.5	+1
15-17% Samson's Seal	0.24	-1.4	35	3,863	18	16.5	16.5	16.5	+1
40-42% Source Cap	3.60	8.8		45	42	40.5	40.5	40.5	+1
37-39% SourceCap	2.50	6.5		35	33.5	32.5	32.5	32.5	+1
21-23% SourceCap	1.44	6.7	13	108	21.5	21.5	21.5	21.5	+1
22-24% SourceCap	0.50	1.9	18	1,007	20.5	20.5	20.5	20.5	+1
12-13% SourceCap	1.20	6.5	10	108	18.5	18.5	18.5	18.5	+1
18-19% SourceCap	0.82	2.6	8	47	18.5	18	18	18	+1
18-19% SourceCap	1.16	6.1	6	7,357	19.5	19	19	19	+1
18-19% SourceCap	1.05	5.5	11	50	20.5	20.5	20.5	20.5	+1
28-29% SourceCap	1.76	6.0	42	426	25.5	25.5	25.5	25.5	+1
51-54% SHAW	0.04	0.1	31	5,055	33.5	32.5	32.5	32.5	+1
15-17% SouthWest	0.78	4.8	19	107	16.5	15.5	15.5	15.5	+1
15-17% SouthWest	0.24	1.5	16	183	16.5	16.5	16.5	16.5	+1
22-25% SouthWest	2.20	7.8	11	345	28.5	28	28	28	+1
9-9.5% Spain Fund	0.46	4.5		12	33	6.5	6.5	6.5	+1
7-8% Spain Fund	0.12	0.5		52	15.5	14.5	14.5	14.5	+1
3-4% Spain Fund	0.84	20	15	2,223	35	31.5	31.5	31.5	+1
24-25% Spain Fund	0.32	1.8	17	10	20.5	20	20	20	+1
34-35% Spain Fund	1.00	2.8	21	37	35.5	34.5	34.5	34.5	+1
35-36% Spain Fund	1.36	9.5	16	228	39.5	38.5	38.5	38.5	+1
22-23% Spain Fund	0.63	2.8	22	21	24	24	24	24	+1
12-13% Spain Fund	0.38	2.1		25	18.5	18.5	18.5	18.5	+1
26-27% Spain Fund	0.12	1.1474	222	5	8.5				+1
5-6% Spain Fund	0.20	2.5	6	24	7				+1
3-4% Spain Fund	0.06	-1.4	35	300	5.5	5.5	5.5	5.5	+1
27-28% Spain Fund	1.79	10.73	20	208	25.5	25.5	25.5	25.5	+1
5-6% Spain Fund	0.12	1.4	4	28	8.5	8.5	8.5	8.5	+1
27-28% Spain Fund	0.80	-2.0	10.0	15	30.5	25.5	25.5	25.5	+1
5-6% Spain Fund	0.71	5.4	2	57.71	12.5	12.5	12.5	12.5	+1
19-20% Stop Shop	2.01	5.8	22	245	24.5	24	24	24	+1
12-13% Stop Shop	0.84	5.8	10	456	14.5	14	14	14	+1
30-32% Stop Shop	1.00	5.8	10	456	14.5	14	14	14	+1
22-23% Stop Shop	0.36	5.8	22	245	24.5	24	24	24	+1
14-15% Stop Shop	0.35	2.8	12	2265	15	14.5	14.5	14.5	+1
22-23% Stop Shop	1.20	4.0	18	123	35	35	35	35	+1
22-23% Stop Shop	0.30	10.0	1	1,010	3				+1
10-12% Stop Shop A	0.20	10.8	7	48	10.5	10.5	10.5	10.5	+1
4-5% Stop Shop A	0.24	5.8	5	82	4.5	4.5	4.5	4.5	+1
5-6% Stop Shop Energy	0.32	5.3	40	51	8.5				+1
5-6% Stop Shop Energy	0.40	1.1	13	754	3.5	3.5	3.5	3.5	+1
41-42% Stop Shop	1.20	2.5	15	2,587	45.5	47.5	47.5	47.5	+1
6-7% StopShopPI	1.19	12.7		70	45	45	45	45	+1
13-14% StopShopPI				1,369	25	25	25	25	+1
12-13% StopShopPI	1.28	25	12	872	44.5	44	44	44	+1
12-13% StopShopPI	0.36	2.8	14	307	12.5	12.5	12.5	12.5	+1
31-32% StopShopPI	0.12	0.3	22	2,011	35	35	35	35	+1
33-34% StopShopPI	0.86	2.6	13	2,447	35	34	34	34	+1
18-19% StopShopPI	0.15	1.0	14	1,064	15.5	15.5	15.5	15.5	+1
15-16% StopShopPI	0.06	0.4		365	20.5	20.5	20.5	20.5	+1
15-16% StopShopPI	40	645		20	15.5	15.5	15.5	15.5	+1
16-17% StopShopPI	0.11	1.0	5	10	5.5	5.5	5.5	5.5	+1
16-17% StopShopPI	0.45	2.6	15	125	17.5	17	17	17	+1
13-14% StopShopPI	1.04	7.3	7	8,850	13.5	13.5	13.5	13.5	+1
25-StopShopPI	0.36	1.4	22	7,410	26.5	25	25	25	+1

58

48,000,000 Corp. 0.80 13.19 15.75 58% 52% 58% +2

## **AMEX COMPOSITE PRICES**

4 pm close April 5

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4 pm close April 5

## AMERICA

## Bonds lead Dow into solid rebound

## Wall Street

US stocks surged yesterday morning after a rally in bonds encouraged investors to hunt for bargains among depressed blue chip and technology issues, writes Frank McGurk in New York.

By 1pm, the Dow Jones Industrial Average was 62.07 higher at 3,659.57, while the more broadly based Standard & Poor's 500 was 6.98 ahead at 445.90. In the secondary markets, the American SE composite gained 1.70 to 439.88, and the Nasdaq composite surged 20.33 to 747.74.

Volume on the NYSE was heavy, with 215m shares traded by 1pm. Advancing issues led declines by 2,050 to 322 in a mirror image of Monday's ratio.

The US Treasury market, which led stocks into a steep decline over the past fortnight, was the catalyst for yesterday's solid rebound. Equity investors were relieved that bond prices finally appeared to have touched bottom after a precipitous drop which intensified over the previous two sessions.

Steady activity overseas, as European investors returned from the Easter holiday, contributed to a calmer atmosphere. By midday, the yield on the benchmark 30-year government bond had receded nearly 10 basis points to about 7.30 per cent, easing concerns that the upward spiral in long-term rates may damage the economy.

With buyers again wading into the fixed-income markets, equity investors were more willing to take a chance, even although there was no fresh economic news to shape sentiment. The Commerce Department released its February index of leading indicators. But the data, showing a 0.1 per cent decline, was close to the consensus forecast of a 0.2 per cent drop.

Still, investors snapped up a

wide range of stocks, with automobile issues showing particular strength. General Motors jumped 2.2% to 357.47 after Furman Selz added the stock to its recommended list.

In the energy sector, Amoco climbed 1.1% after Kidder Peabody upgraded the issue on the expectation that crude oil prices had bottomed out.

The Dow utility index, which often parallels the bond market, gained 2.64 to 195.63. The average is closely watched as an indicator of future trends in the broader market.

On the Nasdaq, technology stocks made a strong recovery after seven straight losing sessions. Microsoft gained 3.2% to 87.74.

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## EUROPE

## Resurgent bourses defy the prophets of doom

The mini-crashes in equity markets which were forecast over the Easter weekend failed to transpire yesterday, writes Our Markets Staff.

A strategy note from Salomon Brothers had said already that Continental markets had begun to decouple from those in the US. Yesterday, Goldman Sachs said that US bond yields should fall, eventually; that European equities are still undervalued relative to interest rates; and that the earnings growth "that we expect" should allow equities to outperform bonds.

FRANKFURT's Dax index rose 35.18 to 2,183.29 on the session, and further 18.80 to 2,177.09 in the post-bourse. This followed a month of outperformance in German equities, strong on a surge in German exports and the prospect of accelerated earnings recovery in cyclical stocks.

Turnover rose from DM6.5bn to DM6.7bn. In carmakers, BMW and Volkswagen continued their battle to lead the share price performance tables, rising DM11.50 to DM14.00, and DM8 to DM15.50, with further gains of DM12.50 and DM4 respectively after hours. In chemicals, Bayer climbed

DM8.60 to DM381.80 on the session as traders talked of a big buy order.

Metalgesellschaft, savaged in the first quarter by US oil contract losses, recovered DM16.80 to DM224.80 on the session and DM4.70 to DM225.50 in the post-bourse, extending its share price recovery to DM50.50 since the beginning of last week. Brokers said that a forthcoming rights issue at DM250 a share was effectively underwritten by the company's creditor banks, and that this was encouraging speculation in the stock.

PARIS took the initiative from a strong start in the US to break the downturn that had gripped equities since two weeks before Easter.

The CAC-40 index moved up 18.31 or 0.5 per cent to 3,100.24, having seen a low of 2,057 before Wall Street opened.

Mr Michael Woodcock of Nikko Europe, writing before yesterday's upturn, noted that the CAC-40 was "selling on a little over 20 times 1994 forecast earnings, if loss-making companies are excluded, and is yielding 3.2 per cent. Following the fall since the start of the year and the break below the 200 day moving average, the

FT-SE Actuaries Share Indices									
Apr 5	Open	10.39	11.00	12.00	13.00	14.00	15.00	Clos.	THE EUROPEAN SERIES
FT-SE Eurostock 100	1408.92	1407.97	1408.82	1414.57	1416.42	1420.32	1420.65	1421.05	
FT-SE Eurostock 200	1428.15	1427.78	1428.18	1434.18	1437.25	1442.78	1445.08	1445.85	

market is looking for a 2,050 level, but is likely to remain weak on world-wide interest rate fears".

Euronext, not a GAC-40 constituent, lost FFr1.20 to FFr24.50 on the announcement that it was planning a rights issue.

MILAN opened sharply lower amid indications of strains within the right wing government, but paraded its losses on signs of progress towards a new coalition government. The Comit index finished 10.58, or 14 per cent lower than the start of the day's session, with much of the day's demand coming from bargain hunting by domestic funds.

Mr David Roche and Mr Richard Davidson at Morgan Stanley who think that Italian equities could rise by another 15 per cent this year under a Berlusconi government, raised

the Italian weighting in their equity only European model portfolio from zero to an overweight 6 per cent at the expense of the UK, France and Switzerland.

Olivetti, 1.62 lower at L2,662, bucked a mostly firmer trend among blue chip industrials. Mr Miles Saltiel at Robert Fleming Securities commented that before the speculative spree which preceded the award of Italy's second mobile telephone licence, the Comit index finished 10.58, or 14 per cent lower than the start of the day's session, with much of the day's demand coming from bargain hunting by domestic funds.

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ZURICH recovered early losses as Wall Street opened firmer and the SMI index picked up from a low of 1,479.6 to finish 12.5 higher at 1,492.1.

Chemicals and cyclicals led the market higher. Ciba, the most active stock, added SFr1.7

Comments by Mr Markus Lusser, the Swiss National Bank president, that he would not be surprised to see inflation below 1 per cent by the summer, failed to inspire flat to lower financial issues. Zurich Insurance finished SFr1.3

new month with a firm rise, clawing back early losses when the AEX index fell through the 400 level, seeing a session low of \$89.06. The index took its cue from a good opening on Wall Street and finished the day up 1.55 or 0.4 per cent at

406.40.

KTB, the retail group, went against the trend, losing 70 cents to FFr113.80 as it announced a rights issue of 1.5m new shares to finance acquisitions.

Agon, the insurance group, was one of the day's outperformers, finishing up FFr1.20 at FFr17.40, having announced that it was planning a rights issue.

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